Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-5000

***TRADOC Memorandum 1-11**

1 March 1999

Administration

STAFF PROCEDURES

Summary. This memorandum establishes HQ TRADOC procedures and instructions for preparing and coordinating correspondence and other administrative actions, including conferences and briefings.

Applicability. This memorandum applies to all agencies that prepare correspondence within HQ TRADOC.

Suggested improvements. The proponent of this memorandum is the Office of the Secretary of the General Staff (SGS). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels, to Commander, TRADOC, ATTN: ATCS-X, Fort Monroe, VA 23651-1067. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This publications is available on the TRADOC Homepage at http://www.tradoc.army.mil

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***This memorandum supersedes TRADOC Memorandum 1-11, 1 March 1994, and rescinds HQ TRADOC Form 50, 97.**

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Chapter 1
Introduction

1-1. Purpose. The purpose of the memorandum is to prescribe administrative policy and staff procedures for Headquarters, U.S. Army Training and Doctrine Command (HQ TRADOC).

1-2. References. Required and related publications are listed in Appendix A.

Chapter 2
Staff Policy and Procedures

2-1. General.

a. AR 25-50, Preparing and Managing Correspondence, is the Army guide for preparing military correspondence. The web address is http://books.army.mil/cgi-bin/bookmgr/BOOKS/R25_50/CCONTENTS. AR 25-50 is also available on the quarterly edition of CD-ROM, EM0001, Army Electronic Library.

b. Correspondence for Command Group signature will be prepared in final form except as explained in para 2-2a(13). Prepare correspondence for the Chief of Staff's (CofS) signature, unless otherwise directed by staff section or SGS. Use TRADOC letterhead stationery and proponent's office symbol for all memoranda to be signed by Command Group. Use Commanding General (CG), Deputy Commanding Generals (DCG), and CofS letterhead stationery and full office titles in lieu of office symbols for letters.

c. The slogan "TRADOC—Where Tomorrow's Victories Begin!" may be used in correspondence, as appropriate. When used, it will be the last paragraph of the correspondence. Do not use slogan if it will add a second page to the correspondence (it is not mandatory).

d. The CG, DCGs, or CofS will respond to correspondence addressed to them signed by Chief of Staff, U.S. Army (CSA); Vice Chief of Staff, U.S. Army (VCSA); and commanders of major Army commands (MACOMs), subordinate installations, or activities.

e. The CG, DCGs, or CofS will respond to correspondence signed by general officers and high-ranking civilians on matters of commandwide significance and other correspondence as directed by the Command Group.

f. As a minimum, the CofS will sign or release correspondence denying a request personally signed by a subordinate commander (see para 2-2a(3)).

g. Respond in like form; e.g., personal letter with a personal letter; message with a message; Personal For message with a Personal For message. Use an endorsement to respond to a memorandum. Do not start a new chain of correspondence.

h. Memorandums of Commendation will be addressed thru the chain of command and FOR the recipient by name.

i. All correspondence going to the Command Group for signature will be forwarded through the Secretary of the General Staff (SGS) and CofS. This includes correspondence presented for signature during briefings.

j. Correspondence signed by the Command Group will be returned to the appropriate staff agency for mailing/dispatch (see para 2-2a(14)). Date will be entered by the Command Group Admin Center (CGAC) on the day of signature.

2-2. General Staff Action Process.

a. Action officers will—

(1) Familiarize themselves with AR 25-50, Preparing and Managing Correspondence, TRADOC Pam 25-50, Addressee List, TRADOC Reg 10-5, HQ TRADOC, and TRADOC Organization Guide (Black Book).

(2) Determine what action is required, level of approval, and who is to sign the action.

(3) Provide maximum assistance to subordinate commands. Instructions to subordinate commanders will be clear, concise, and leave no doubt as to their objectives. Act on requests or recommendations by subordinate commanders promptly. If they must be disapproved, discuss

the answer with the affected school/installation before forwarding to the Command Group for approval/signature. Intent is to give the field opportunity to understand the response that is forthcoming and to make sure that the answer is based on the most critical data points from the school perspective. Explain action fully and in a positive manner, pointing out alternatives, if available. In cases of disapproval, the CofS must approve the action except in the Deputy Chief of Staff (DCS) technical area.

(4) Ensure content of the communication is consistent with other similar staff actions and states only approved policies.

(5) Carefully review the final product to ensure proper format, administrative correctness, and use of appropriate letterhead prior to forwarding to the SGS.

(6) Complete coordination with staff, subordinate commands, and other MACOMs, as appropriate (see para 2-7). Coordinating office should be commensurate with level of signature; e.g., if TRADOC CG is signing correspondence requiring coordination with FORSCOM, FORSCOM CG should be the coordinating authority.

(7) Comply with applicable security regulations, AR 380-5.

(8) Ensure the distribution is appropriate (see para 2-8).

(9) Ensure staff action has a complete HQ TRADOC Form 30, Transmittal, Action, and Control (see Chapter 8, para 8-3).

(10) Obtain approval of the proper authority (see paras 2-3 and 2-4.

(11) Ensure Assistant Secretary of the General Staff (ASGS) is made aware of time-sensitive actions to facilitate quick turn-around and tracking. The reason action is time sensitive should be clearly stated and highlighted on HQ TRADOC Form 30 or attached note.

(12) Ensure a disk is included with all correspondence forwarded to SGS for Command Group signature. Minor corrections that do not change the intent of the correspondence will be made by the ASGS, time permitting.

(13) Ensure letters of appreciation/commendation are prepared expeditiously (normally within 30 days of the event). This can be a lengthy process, especially when there are a number of different letters or invitations to send. To expedite the process and save paper, the following procedures will be utilized:

(a) When a large number of individuals are to be recognized, submit one letter or memorandum for Command Group signature along with a list of addressees in mailing format with proposed salutations for approval. Once approved, action will be returned to the staff agency for completion.

(b) Ensure Command Group invitations to major events are prepared in a timely manner (normally mailed 30 days prior to the event). To expedite the process, submit one letter or memorandum along with a list of invitees broken out by categories; e.g., retirees, former commanders, civilian contractors, etc., along with mailing address in correct format and proposed salutation for approval. If situation is such that CG may want to personally deliver or pen a personal note to some of the invitees, so indicate and provide CG with recommendation on breakout of proposed invitees.

(14) Determine method of delivery and ensure correspondence is dated and is mailed/dispatched expeditiously once signed. See Chapter 5, para 5-3.

b. For routine command correspondence, Deputy Chief of Staff for Information Management (DCSIM) will—

(1) Review routine command correspondence for administrative completeness and correct level of signature.

(2) Sign and date routine command correspondence.

(3) Return file copies to the originator.

(4) Prepare routine command correspondence for dispatch by the DOIM Mail and Distribution Center. Use a properly addressed envelope (letter size or flat) for mailing/dispatch of correspondence through the U.S. Postal Service.

c. For Command Group correspondence, the Secretary of the General Staff (SGS) will—

(1) Act as liaison between the Command Group and action offices concerning correspondence preparation and administrative procedures.

(2) Assign actions to appropriate offices and monitor suspense dates using the Command Action Tracking System (CATS). Self-generated actions are tracked by assigning an ES CATS control number upon receipt by the CGAC.

(3) Send electronic notices to subordinate installation commanders/commandants and their SGS acknowledging receipt of action and informing them of the CATS control number assigned, the headquarters action agency tasked, and initial suspense date. ASGS will send updated acknowledgments to installation SGS if suspenses are extended.

(4) Review all correspondence and actions sent to the Command Group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies.

(5) Monitor correspondence and actions within the Command Group to ensure appropriate actions are taken.

(6) Date all correspondence signed by the Command Group before returning to action agency for dispatch.

(7) Dispatch signed DINAH messages and return a copy to originator.

(8) Fax TRADOC responses of all Headquarters, Department of the Army, Executive Communications and Control (ECC) taskers to the ECC and return a copy to originator.

2-3. Command Group review or approval. Specific items of Command Group interest requiring Command Group review, approval, and/or signature include—

a. Urgent requests for information that impose a shorter, less than 30 day TRADOC "suspense" to subordinate installation commanders must have CofS approval.

b. Any meetings involving installation commanders/school commandants that provide less than 30 days notification must have CofS approval.

c. Outgoing correspondence making personal reference to CG (CG/DCG/CofS SENDS, PERSONAL FOR messages, or any correspondence using first person in reference to CG). Only the CG, DCGs, or CofS may release such correspondence.

d. Responses to incoming communications addressed personally to CG, DCGs, or CofS.

e. Correspondence to and from—

(1) The President, Vice President, members of Congress, national and state governments, and other important civilian officials.

(2) Any commander-in-chief (CINC) or deputy CINC, CSA, or VCSA.

(3) DA staff principals (e.g., COE, DCSPER, DCSINT, DCSOPS, and DCSLOG).

(4) CG, DCG, or CofS of MACOM or other service headquarters.

(5) School and college commandants.

f. Nonconcurrences and disapprovals.

(1) Nonconcurrence with actions proposed by higher or lateral commands.

(2) Disapprovals of actions proposed by subordinate commands.

g. New policies or a major change to existing policies, must be published in the appropriate publications medium. Use a—

(1) TRADOC Regulation (Reg) when your publication establishes policy or assigns mission responsibilities TRADOC-wide.

(2) TRADOC Circular (Cir) when your publication is either directive or informational and is applicable TRADOC-wide. Circulars normally expire 2 years after date or earlier.

(3) TRADOC Memorandum (Memo) when your publication establishes policy or provide guidance pertaining only to HQ TRADOC.

(4) TRADOC Pamphlet (Pam) when your publication is instructional or informational and applies TRADOC-wide. Refer to TRADOC Reg 25-35, Preparing and Publishing United States Army Training and Doctrine Command (TRADOC) Administrative Publications on the TRADOC homepage at http://www-tradoc.army.mil/tpubs/regs/2535fram.htm.

h. Communications that affect the good name or reputation of an officer or organization.

i. Communications that convey even a suggestion of censure, including errors, deficiencies, or irregularities alleged by higher authority or lateral commands.

j. Reports of significant financial or property irregularities.

k. Serious accidents or incidents involving members of the command or occurring on TRADOC installations.

l. Communications of exceptional information or importance that require prompt attention or are not covered by existing policy.

m. Visits to HQ TRADOC by general officers, important civilian officials, and/or allies that involve CG, DCGs, or CofS.

n. Assignment, reassignment, or relief of general officers and school commandants.

o. Requests for other than permanent change of station (PCS) travel on military aircraft by dependents of military personnel, government civilian employees, U.S. civilians without federal employment status, or foreign dignitaries and their entourage.

p. Requests for approval of outside continental United States (OCONUS) or conference travel. Guidance for submitting requests for OCONUS or conference travel is found in DOD 4500.54-G, Department of Defense Foreign Clearance Guide, and AR 55-46, Chapter 8, Travel Overseas, 20 Jun 94. Requests will be submitted to ATBO-BPS on TRADOC Form 712-R at least 60 days prior to travel. All information indicated on form must be provided to avoid delay in processing. Also include detailed itinerary, purpose, and POC for each location/facility to be visited. Requests for travel based on invitations, previously approved clearances, or initiated by other MACOMs will include copies of such documentation with the request. Staff principals are required to notify CG, TRADOC, of all OCONUS TDY and provide briefing if desired.

q. Reports of Annual General Inspections of TRADOC major subordinate installations.

r. Recommended decorations and awards.

s. Requests for exceptions to the congressional cap of establishment and recruitment of high-grade positions, GS-14 and above.

2-4. Authority line.

a. When a person other than the commander signs military correspondence, an authority line is necessary to indicate that the correspondence expresses the will of the commander.

b. FOR THE COMMANDER authority line.

(1) Command correspondence is military correspondence not to be signed by the CG or DCG, containing command decisions, policy, official recommendations, suspense dates, taskings directed to subordinate commands, or addressed outside TRADOC. It will bear a "FOR THE COMMANDER" authority line. General and special staff office CHIEFS or their DEPUTIES may sign command correspondence totally within the purview of their areas of responsibility. Authority MAY NOT be further delegated.

(2) Routine command correspondence (any standard correspondence that does not warrant the signature of the CG, DCG, CofS, or chiefs/deputies of general and special staff offices) will be forwarded to DCSIM, Systems Integration Directorate (ATIM-I), Building 100, for signature. See Chapter 2, para 2-2b.

(3) Correspondence signed by the CG will not bear the "FOR THE COMMANDER" authority line.

(4) Authority line will be omitted when there is a phrase in the text, such as "The Commanding General received your 1 Jan 98 memorandum, read it, and asked that I respond on his behalf."

c. Chiefs of general and special staff offices may sign technical correspondence totally within their area of responsibility. Chiefs of general and special staff offices may delegate signature authority for technical correspondence within their organization. When delegated, use an authority line to show for whom the person is signing; e.g., FOR THE DEPUTY CHIEF OF STAFF FOR TRAINING. NOTE: In most instances, technical channel correspondence is "informational in nature" between counterparts. Technical correspondence cannot establish policy, impose a suspense, or go outside of TRADOC.

2-5. Signature blocks/complimentary closings.

a. Signature blocks will be used in accordance with AR 25-50, para 7-4. Signature blocks begin at the center of the page on the fifth line below the authority line or last line of text. See figure D-1 for Command Group signature blocks.

b. "Respectfully" will be the complimentary closing on all letters signed by the CG, DCGs, and CofS addressed to military and civilian equivalents or subordinates (regardless of grade). "Very respectfully" will be used when addressing the VCSA, CSA, or higher authorities, as well as retired four-stars. For additional guidance on forms of address, salutations, and complimentary closings, see Appendix C, AR 25-50.

c. CG begins Personal For messages to the CSA with "Sir, . . ." and uses "Very respectfully" as the complimentary closing. CG generally does not use a complimentary closing on VCSA or counterpart Personal For messages. DCGs use "Respectfully" for action addressee(s) of higher rank or position and "Regards" or "Warm Regards" for action addressee(s) of equal rank. CofS uses "Very Respectfully" for action addressee(s) of higher rank or position and "Regards" or "Warm Regards" for action addressee(s) of equal rank. Complimentary closings are not necessary/required on all Personal For messages.

2-6. Suspenses.

a. SGS designates the action office for all official mail addressed to the Command Group and actions generated by the Command Group. The ASGS tasks items which require immediate attention, assigns control numbers, and maintains a transmittal record in the CATS.

b. Unless otherwise indicated, items for CG or DCG's approval, information, review, or signature have a suspense of 7 working-days and are assigned a CG (Commanding General), DC (Deputy Commanding General), or DT (Deputy Commanding General for Initial Entry Training) CATS Control Number. Items for CofS approval, information, review, or signature have a 14 working-day suspense and are assigned a CofS CATS control number.

c. Congressional inquiries normally have a suspense of 5 working days from date of receipt by SGS.

d. Whenever a suspense cannot be met, staff Executive Officers (XOs) or designated representatives will contact SGS for an extension. Submit control number, subject, and rationale for extension by Electronic Mail (E-mail) to ASGS. If the action has an external suspense, XOs are to ensure the external suspense has been extended with agency establishing the suspense before requesting SGS extension. Interim responses are acceptable and will contain acknowledgment of the requirement/request and an estimated time when closure is expected. Operations Directorate, Congressional Actions Branch, seeks extension from HQDA, OCLL.

e. If an action appears to be assigned to the wrong office, the responsible office may informally contact another activity to determine proper proponency. Action lead will not be transferred until XO has notified their appropriate ASGS that they accept the transfer. No action may be transferred without concurrence of the SGS. In isolated instances when agreement cannot be reached between staff offices, the SGS/ACofS may direct office lead as deemed appropriate.

2-7. Coordination.

a. All staff actions will be fully coordinated. Staff coordination pulls all pieces of an action together. Examine actions from the viewpoint of the commander to determine proper coordination. Do not limit to horizontal staffing; e.g., actions impacting Initial Entry Training (IET) should be coordinated with the DCG (IET) and actions impacting noncommissioned officers/soldiers should be coordinated with the TRADOC CSM. Often, coordination is required with subordinate and higher headquarters.

b. Activities should be given a reasonable period of time (e.g., 72 hours) to provide their position (concurrence/nonconcurrence), within the constraints of the suspense date. Extensions may be requested to ensure necessary coordination is effected but will not be utilized as a substitute for good staff work. If a coordinating activity fails to submit concurrence/nonconcurrence within a reasonable period and the action comes due, the action will be submitted to the Command Group with an explanation as to why coordination could not be achieved/completed.

c. Use telephone calls, E-mail, visits, Desktop Video Teleconferences (DVTC), and briefings to coordinate actions. The following guidelines are provided to speed coordination:

(1) Use TRADOC Organization Guide (Black Book) to determine offices with which to coordinate. Get complete coordination before submitting an action for approval or dispatch. Make every effort to resolve nonconcurrences.

(2) Establish and maintain early liaison with other action officers.

(3) Deliver or E-mail copies to all interested staff offices for simultaneous staffing.

(4) Originating office chiefs will initial and date HQ TRADOC Form 30 in the "Approval/Release" block (this block records each level of approval) prior to staffing.

(5) The coordinating office chief or his designated representative indicates completed coordination/concurrence by entering office, rank, last name, concur/nonconcur, and date on the HQ TRADOC Form 30 in the "Coordination" para-graph of the Summary e.g., DCST COL Sample CONCUR 22 Sep 98. All papers going to the Command Group must either show coordination or state "Coordination not required."

(6) Chiefs of General and Special Staff Offices or their deputies who nonconcur with an action will prepare a statement of nonconcurrence in memorandum format listing all pertinent facts and attach it as a TAB to the HQ TRADOC Form 30. The chief or his deputy who originated the staff action will personally contact the nonconcurring office chief and attempt to resolve the difference(s). If the nonconcurrence cannot be resolved, the originating action office will prepare a Consideration of Nonconcurrence in memorandum format and attach it as the last TAB to the staff paper. The originating action officer will address each nonconcurrence separately based on its own merit; however, prepare only one Consideration of Nonconcurrence. All nonconcurrences and Considerations of Nonconcurrence will be signed by General and Special Staff office chiefs or their deputies. See figure D-2, Consideration of Nonconcurrence.

(7) Conditional concurrences are not authorized. Staff offices will work to satisfy conditions before sending action forward. If not resolved satisfactorily, coordinating office will nonconcur.

(8) Concurrence with comment is only allowed to provide additional information, not to set conditions for concurrence.

d. Staff actions with Reserve Component (RC) and/or resource (manpower, dollars, or environmental) impact will have a separate paragraph under the Summary on the HQ TRADOC Form 30 explaining impact. Coordinate staff actions which have RC impact with Assistant Chiefs of Staff, U.S. Army Reserve (USAR)/Army National Guard (ARNG). Coordinate appropriate actions with resource impacts with the Deputy Chief of Staff for Resource Management. Coordinate actions with environmental impact with Deputy Chief of Staff for Base Operations Support, Safety, Ammunition, Fire Protection & Environment (SAFE) Directorate.

e. Coordinate all congressional actions with the Congressional Actions Branch, TRADOC Operations Directorate, including proposed responses to inquiries, prior to signature and dispatch. For further guidance, see TRADOC Handbook, "So You've Got a Congressional Inquiry?"

f. Coordinate all major events, symposiums, conferences, seminars, etc., with Operations Directorate for inclusion in the TRADOC Long Range Calendar to preclude conflict of schedules and facilities. The TRADOC Long Range Calendar can be found in the Fort Monroe public E-mail folder, "HQ TRADOC News," "TRADOC Long Range Calendar."

2-8. Distribution.

a. If offices both external and internal to the headquarters will receive the correspondence, the action officer will determine whether to show the internal distribution on the original. Internal distribution or "copies furnished" may be listed on the record copy.

b. Use the following collective terms in the order shown, when appropriate, to address correspondence:

(1) Commanders, TRADOC Installations.

(2) Commanders, U.S. Army Training Centers.

(3) Commanders, USAR Training Divisions.

(4) Commanders, U.S. Army ROTC Regions (if used, copy furnish Commander, U.S. Army Cadet Command).

(5) Commanders, TRADOC Analytic Activities.

(6) Commanders, TRADOC Special Activities.

(7) Commandants, TRADOC Service Schools.

(8) Commandants, TASS Battalions.

(9) Chiefs of General and Special Staff Offices, HQ TRADOC.

Collective terms are defined in TRADOC Pamphlet 25-50, Addressee List (web address is http://www-tradoc.army.mil/tpubs/pams/p25-50.htm#secIII), and HQ TRADOC Form 101, TRADOC Distribution List.

2-9. Acronyms. Use military and civilian acronyms in correspondence, if appropriate. Do not, however, use military acronyms when writing to individuals or organizations who would not be familiar with their use. When an acronym is used that is not well known or is not contained in AR 310-50, and it will be used more than once, spell out the word or title the first time it is used and follow it with the abbreviated form in parentheses. Thereafter, the acronym may be used.

2-10. Type fonts and sizes. Courier 12 or Courier New 12 is the TRADOC standard font and will be used in all correspondence except Point Papers, proposed E-mail for the CG, and items to be included in readaheads. These will be prepared in Times New Roman 14.

2-11. Identification of POC. This information is generally placed in the last paragraph of the correspondence—military rank or civilian prefix, name, and telephone number, and if appropriate, facsimile number and E-mail address. For example, "POC is Major Sample, 757-727-XXXX, DSN 680-XXXX, FAX 680-XXXX; samplem@monroe.army.mil.

2-12. Automated services.

a. E-mail is for official communications, incidental to government business only.

b. Use E-mail freely to exchange information. However, review all folders created, personal and public, frequently, and if no longer required, delete from the system.

c. Use E-mail as directed when replying to Command Group E-mail notes. Responses to tasks assigned a CATS control number must be prepared as stated in Chapter 8, paragraph 8-12, of this memorandum.

d. Use E-mail to expeditiously transmit time-sensitive information/documents to HQ TRADOC staff offices/subordinate installations. Organizational documents are those that document the conduct of the command's business. Copies of organizational documents that reflect the will of the commander (e.g., formal taskings) require an authority line (FOR THE COMMANDER) (see Chapter 2, para 2-4). Annotate signature blocks with the words "signed" or "Signed by . . . for."

e. Use E-mail for both internal and external coordination. Staff electronically as extensively and at the same level as staffing by paper. Indicate on the HQ TRADOC Form 30 the office, name, rank, and date of coordination.

f. When sending files as an attachment to E-mail notes, ensure the file is in a software version all addressees have. This may require saving the document in a lower/previous software version prior to attaching to E-mail.

2-13. Privacy Act/Freedom of Information Act when using the internet.

a. Staff section web masters are cautioned against posting to Homepages any document containing personal information covered by the Privacy Act of 1974. Personal information (Privacy Act data) is any PERSONAL identifier unique to the individual and includes (but is not limited to) SSNs, home addresses, home telephone numbers, and date of birth. An individual may file a civil suit against the Army if Army personnel fail to comply with the Privacy Act (AR 340-21, para 4-9). The violator may be found guilty of a misdemeanor and fined up to $5,000 for disclosing Privacy Act information to one not entitled to it.

b. Documents exempt from disclosure under the Freedom of Information Act (FOIA) should not be placed on Homepages. The nine exemptions are listed in AR 25-55, The Department of the Army Freedom of Information Act Program.

Chapter 3
Regularly Scheduled Command Group Meetings

3-1. GO Crosstalks. TRADOC CG hosts weekly GO Crosstalks. When possible, crosstalks are scheduled on either Mondays (1330-1530) or Fridays (0930-1130), in the CG's office. Day and time may vary to accommodate the CG's schedule/travel. Normally, GO Crosstalks are followed by a DVTC with the DCGs. In the event the CG is not available to host the crosstalk, the Chief of Staff may host. Staff principals should be on station for CG Crosstalks. When unavoidable, it is permissible to send staff agency deputy (SES/COL). As a courtesy, if principal cannot attend, an E-mail to the CG XO (with copies furnished the SGS and ACofS) is required at least 1 day prior, stating reason for absence and the senior designated representative who will attend. CG Crosstalk attendees are—DCG; DCG(IET); CofS; CSM; Cdr, Cadet Command; DCST; DCSBOS; DCSCD; DCSDOC; DCSED; DCSRM; DCSIM; DCSINT; DCSR; ACS(NG); ACS(USAR); CHAPLAIN; PAO; SJA; IG; CPG; CG, DCG, DCG(IET) XOs; and ACofS.

3-2. Chief of Staff (CofS) Calls. TRADOC CofS hosts a CofS Call on Thursday mornings, 1000-1100, in the Morelli Auditorium, Bldg 133. In the event the CofS is not available to host the CofS Call, the Assistant CofS will host. CofS Call attendees are chief/deputy level representatives from Chiefs of General and Special Staff Offices, as well as Cadet Command, Post, Acquisition, EEO, SADBU, CPAC, AAA, ARI, Protocol, SGS, CPG, CG AXO, DCG AXO, DCG(IET) AXO, CofS EAA, Dental Surgeon, Congressional and SMDC Liaison Officers (LOs). Allied and USMC LOs are also invited to attend. As a courtesy, if the chief/deputy-level designated CofS Call representative cannot attend, an E-mail to the ACofS (with copy furnished the SGS) is required at least 1 day prior, stating reason for absence and the senior designated representative who will attend. SGS will brief overdue suspenses at CofS Calls.

3-3. SGS/Protocol responsibilities.

a. SGS maintains two distribution lists within E-mail "TRADOC Command Meetings" and "GO Crosstalk - TRADOC."

b. SGS notifies staff of Command Meetings as well as any changes in dates or times via E-mail to distribution lists identified above.

c. Protocol provides appropriate seating arrangements/ diagram for those meetings attended by Command Group general officers in the Morelli Auditorium upon receipt of attendee information from lead agency coordinating the meeting/ briefing.

Chapter 4
Recurring Events

4-1. Annual Requirements. Annual requirements for conducting Combined Federal Campaign (CFC), Army Emergency Relief (AER), and Savings Bond Campaigns are assigned to Headquarters, Fort Monroe. When CG, TRADOC, serves as Honorary Chairman for CFC, Deputy Chief of Staff for Base Operations Support (DCSBOS) is assigned oversight and intraservice coordination responsibilities.

4-2. Tasking. SGS is responsible for tasking recurring events at Fort Monroe. Staff responsibility is assigned for ethnic observance events, TRADOC Organization Days, TRADOC Commanders' Conferences, and major 4-star conferences. See figures D-3 and D-4.

4-3. Administrative guidelines. To ensure timely Command Group awareness of event concepts and use of proper protocol procedures, the following guidelines are provided:

a. Responsible activity is responsible for allocating funds to support ethnic observance events.

b. Responsible activity will notify Post EO and EEO prior to coordinating ethnic observance events. Post EO and EEO representative are mandatory members of ethnic observance committees.

c. Responsible activity will provide the CofS an event(s) concept NLT 30 days prior to event kick-off. Concept will be coordinated with appropriate agencies but, as a minimum, with HQ TRADOC Protocol Office and the Post Commander.

d. If available, activity principal will personally host the event (or keynote event if a series of events such as Women's History Month). It is the activity's responsibility to obtain appropriate level host if the principal cannot be present. If the activity does not have an appropriate level host, coordination with CofS is required to determine who will host.

e. Written invitations to the event (or keynote event if a series) will be sent to all general officers, SESs, and key colonels at Fort Monroe by the TRADOC Protocol Office. Office of the CofS will be notified if the CG/DCG elect to attend.

f. If Command Group participation is desired; e.g., to introduce guest speaker, present memento, etc., request will first go to the CG, followed by the DCG, followed by the CofS. In Process Reviews (IPRs) will be scheduled to prebrief event plan to Command Group participant(s).

g. Event plan (sequence of events, seating, program or bulletin, etc.) will be reviewed by the HQ TRADOC Protocol Office to ensure compliance with accepted standards.

h. Additional responsibilities:

(1) Escorts will be provided for guest speakers/ guests of honor.

(2) Memento selections will be coordinated with HQ TRADOC Protocol Office and TRADOC SJA prior to purchase.

(3) Readaheads will be prepared for Command Group participant(s) and forwarded at least 4 working days prior to IPR. Coordinate remarks for CG and DCG with appropriate speechwriter. If CofS is asked to give remarks, responsible activity will prepare draft and forward as part of readahead or separately as soon as completed.

Chapter 5
Mail and Distribution

5-1. General. Directorate of Information Management (DOIM) is responsible for processing incoming/outgoing correspondence. The DOIM Mail and Distribution (M&D) Center and Classified Mailroom (DCM) are located in Bldg 183, 102 McNair Drive. Hours of operation are 0700-1645, Monday thru Friday. The M&D Center provides for proper processing of all unclassified incoming and outgoing official mail and correspondence, except TCC message traffic. The DCM handles all classified official mail and correspondence, both incoming and outgoing.

5-2. Incoming mail and correspondence.

a. Incoming mail and correspondence for distribution will be dispensed through distribution bins accessed within the M&D Center. Newly assigned or created activities will have a distribution bin assigned by the Fort Monroe Official Mail Manager (OMM), located in Bldg 183.

b. Agencies are required to pick up the mail and distribution at least twice a day.

c. Only authorized personnel may pick up incoming mail. Under no circumstances will mail be surrendered to unauthorized individuals by M&D Center personnel.

d. An established activity that has been deactivated/ transferred must provide the OMM with a memorandum signed by the agency chief of this action.

e. The United States Postal Service (USPS) and M&D Center personnel will deliver all mail marked "FIRST CLASS - POSTMASTER: DO NOT FORWARD/ADDRESS CORRECTION REQUESTED" to the DCM for processing.

5-3. Outgoing mail/correspondence.

a. Unclassified correspondence signed by staff directors/ chiefs or their designated representatives will be forwarded to the M&D Center for dispatch. The correspondence forwarded must be sufficient in quantity and be accompanied by a completed HQ TRADOC Form 101 (TRADOC Distribution List).

b. The HQ TRADOC Form 101 will be used for dispatching unclassified, multiple-addressed correspondence to the addressees listed on the form. If copies of a document must be mailed to an addressee, the proponent staff agency is responsible for packaging the documents and delivering them to the M&D Center. Outgoing mail requiring an attention line on the envelope or sent to an addressee not listed on the HQ TRADOC Form 101 must be delivered to the center packaged and addressed for mailing. Address labels must comply with new street address/ZIP+4 standards. The mailroom will return a copy of the HQ TRADOC

Form 101, annotated with the mailing date, to the originating office.

c. All outgoing mail must indicate the preparing agency's mail accumulator code on the front, upper left corner (beneath the return address) of the envelope or mailing label. Outgoing mail received in the M&D Center without properly annotated mail accumulator codes or typed address complying with new street address/ZIP+4 standards will be returned to the originator for correction.

d. To ensure fast and efficient delivery of mail sent to HQDA and all addresses in the Pentagon, envelopes should be properly addressed using HQ TRADOC Label 1001 (Pouch Mailing Label). All mail sent to HQDA and Pentagon addresses, including mass distribution (e.g., Orders, MTOES, etc.) must be placed in an official envelope and addressed by the originating office.

e. All outgoing classified mail and distribution will be handcarried to the DCM for processing.

5-4. Special handling mail (Classified Material). All HQ TRADOC special handling mail, incoming and outgoing, will be handcarried to the DCM for appropriate processing. DOIM is responsible for proper control and processing of all incoming/outgoing classified mail and distribution.

a. Incoming classified correspondence. Individuals retrieving classified distribution from the DCM must have a DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly) and a memorandum on file at the M&D Center. The memorandum designates a primary and alternate(s) to retrieve classified distribution; it must be signed by agency director or Chiefs of General and Special Staff Offices. Designated individuals must possess at least a SECRET security clearance. In addition, each appointee must have a DD Form 2501 (Courier Authorization) signed by his unit security manager. The DCM will distribute classified distribution only to the agency's designated courier. Agencies administrative offices will be responsible for distribution to their divisions.

b. Outgoing classified correspondence.

(1) All outgoing SECRET correspondence will be delivered by the action agency to the DCM with properly prepared DA Form 3964 (Classified Document Accountability Record), in triplicate per addressee, and two completed TRADOC Label 1000s (TRADOC Mailing Label) per addressee. Do not use HQ TRADOC Form 101 for classified material. Do not furnish envelopes or other mailing containers.

(2) All outgoing CONFIDENTIAL correspondence will be processed as above, except DA Form 3964 is not required.

(3) The DCM is responsible for initiating any required "TRACER" actions. The proponent agency should confer with the DCM where late, lost, misplaced, or suspected compromise may exist.

(4) All outgoing classified correspondence to be sent through the USPS (Registered Mail) will be handcarried to the DCM for processing. The DCM is the only HQ TRADOC agency authorized to dispatch classified material.

5-5. Express Mail (USPS Express/Federal Express).

a. Express mail will be used ONLY where next day delivery is absolutely essential to meet mission requirements. Because of the greater cost, express mail is not to be used for the sole purpose of meeting a suspense date.

b. Requests for express mail service will be submitted by informal memorandum to the Chief, M&D Center. Request must be signed by the administrative or executive officer (on file with the OMM) and submitted to the M&D Center before 1500 to ensure next-day delivery. Express mail normally will not be accepted on Friday, unless special arrangements have been made for a person to be available on Saturday at the addressee's office to accept custody of the mail.

c. All outgoing Express mail will be delivered to the M&D Center unsealed to ensure contents are unclassified official government business.

Chapter 6
Awards

6-1. Military Awards. Guidance for submitting military awards is found in AR 600-8-22, Military Awards, 25 Feb 95. Recommendations should be submitted to HQ TRADOC, ATTN: ATBO-BPS, prior to presentation date as follows: Meritorious Service Medal and below at least 30 days, Legion of Merit at least 60 days, and Distinguished Service Medal (DSM) at least 90 days. All DSM recommendations must have disk attached with narrative and proposed citation. Supervisors need to anticipate and plan to ensure awards are submitted in a timely manner. Recommendations received within 14 days of presentation date must have memorandum of lateness addressed to CG, TRADOC, stating specific reasons for late submission.

6-2. Civilian and Public Service Awards. AR 672-20 and DA Pamphlet 672-20 govern civilian and public service awards. Additional administrative instructions on policy and procedures used in processing civilian awards were published in HQ TRADOC handbook, "Recognition and Awards for Civilians," dated 1 Dec 95.

a. Nominations for the Decoration for Exceptional Civilian Service Award, Meritorious Civilian Service, Distinguished Civilian Service Award, and Outstanding Civilian Service Award should be submitted to the HQ TRADOC, Performance Management and Awards Committee, ATTN: Executive Secretary, ATBO-CL, for processing. Allow 30 days for processing awards approved by the Commander, TRADOC; allow 60 days for processing awards approved by the Secretary of the Army (SecArmy). All honorary awards to be approved by the SecArmy must have disk attached along with narrative and proposed citation. Recommendations requiring SecArmy approval received within less than 30 days of presentation date and recommendations requiring Cdr, TRADOC, approval received within less than 15 days of presentation date must have a memorandum of lateness addressed to Cdr, TRADOC, stating specific reason for late submission.

b. Nominations for the Superior Civilian Service Award, Commander's Award for Civilian Service, and the Achievement Medal for Civilian Service are forwarded to the Civilian Personnel Advisory Center for processing.

c. Part II of the DA Form 1256 in which the local EEO Office and Civilian Personnel Officer verify that there are no past/outstanding EEO complaints or adverse actions against the recommended individual, will be completed on all honorary awards. If, in fact, a complaint exists, the commander/activity principal must include a statement along with the DA Form 1256 stating "the nomination is not inconsistent with attainment of EEO and affirmative action goals and will not reflect adversely on the Department of the Army." AR 672-20, para 2-2, provides additional guidance.

Chapter 7
Military Aircraft

General. Travel by military aircraft may be necessary because of mission requirements, scheduling constraints, or cost effectiveness.

a. In order to ensure legal requirements are satisfied, submit HQ TRADOC Form 36b, dated May 96, Special Mission, to Protocol, Flight Section, as soon as travel details are available. Requests must be reviewed and signed by designated travel authorizing official within each directorate for filling out HQ TRADOC Form 36b with the appropriate information for colonels and below. For HQ TRADOC brigadier generals and above, the approval authority for military air (milair) requests is the HQ TRADOC CofS. All requests will be signed by the senior federal traveler on the requested aircraft prior to forwarding to Protocol, Flight Section. Commercial air itineraries and costs will be included on the request along with any additional information that assists in justifying the request for milair.

b. Requesting OCONUS travel on CONUS-based aircraft requires an exception from the DAS's office. All requests must be submitted to Protocol, Flight Section, as soon as possible for processing.

c. Exceptions to Travel (spouse travel, nonDOD employees, foreign nationals) on military aircraft require, HQ TRADOC CofS or HQDA approval, depending on the category of the traveler. All requests will be processed through Protocol, Flight Section. Spouse travel exceptions require HQDA approval and must be submitted 30 days in advance.

Chapter 8
HQ TRADOC forms and formats

8-1. General. Specific forms and formats for HQ TRADOC are shown in this chapter.

a. Do not change or modify electronic or printed letterhead stationery (see AR 25-30, para 11-25).

b. Use HQ TRADOC letterhead stationery for military correspondence and the proponent office symbol.

c. Only correspondence prescribed in this chapter are authorized for use within HQ TRADOC. Other formats are not authorized.

8-2. Assembling a staff action. All staff actions except readaheads should be assembled as shown in figure D-5. It is not mandatory that the first TAB be "A," but tabs must be consecutive and explained in order.

a. First TAB: Original paper requiring signature (or approval). If more than one page, assemble in normal sequence and place signature post-it flag (in lieu of DA Label 116) to mark signature page. When transmitting more than one paper with HQ TRADOC Form 30 for signature or approval, attach the separate papers as TABs A-1, A-2, A-3, etc. When multiple letters similar in content are to be signed, forward the HQ TRADOC Form 30 with only one letter for signature and a listing of other addressees/proposed salutations who will receive similar letters. If the CG, DCG, or CofS approves the letter, the paper will be returned to the originating staff office to prepare the remaining memorandums or letters. Entire package will be returned to SGS for signatures on the remaining correspondence.

b. Second TAB: Action origination (tasking) if applicable. If TAB A is an endorsement, TAB B should be the original memorandum, any previous endorsements in chronological order, and enclosures.

c. Subsequent TABs: Attach detailed background material required for complete understanding of the action or material that expands items discussed in the body of the HQ TRADOC Form 30. Use succeeding tabs in the order mentioned on the HQ TRADOC Form 30. Use pertinent extracts of lengthy publications and reference documents, including messages.

d. Any enclosure printed in landscape (printed along the long axis of the paper) will be assembled with the head of the document to the left so that when the entire package is rotated clockwise, the enclosure is rightside up. Most common enclosures are paper copies of briefing slides.

8-3. HQ TRADOC Form 30 (Transmittal, Action and Control). HQ TRADOC Form 30 accompanies all Command Group correspondence whether for information, signature, or approval. HQ TRADOC Form 30 ensures action is tracked within CATS and provides an official record of approvals/disapprovals, and is copied and retained by the Command Group Admin Center (CGAC) in official files. General instructions for completing HQ TRADOC Form 30 are as follows, and an example is at figure D-6.

a. CONTROL: Enter CATS control number (CSXXXXXX) if responding to a Command Group suspense; otherwise, leave blank.

b. SUSPENSE DATE: Enter CATS suspense date, if applicable.

c. CLASS: Enter classification of highest classified document to be included with the HQ TRADOC Form 30. Indicate if the form may be declassified once classified enclosures are separated.

d. DATE: Enter date action prepared.

e. SUBJECT: Enter subject. Use subject from CATS document if responding to a Command Group suspense.

f. ACTION OFFICE/SYMBOL: Enter action office (e.g., DCSBOS, DCSCD) and office symbol.

g. INFORMATION/ASSIST: Enter action officer name, rank, and phone number; e.g., POC at installation who has additional information.

h. ACTION OFFICER/TELEPHONE: Enter action officer name, rank, and telephone extension.

i. Indicate what action is requested; i.e., signature, approval, or information.

j. Mark Y or N (yes or no) for resource impact. If there is a resource (manpower, dollars, or environmental) impact, you must explain it in the summary. See para 2-7d.

k. Mark Y or N (yes or no) for RC impact. If there is an RC impact, coordinate the action with the Assistant Chief of Staff, USAR/ARNG and explain in summary.

l. Indicate approval authority route for the action by placing an "X" in the appropriate fields.

m. The PURPOSE block will contain these parts in order:

(1) Purpose. In one concise sentence, state purpose of the action. Below are sample purpose statements.

(a) Item for signature: "CG sign memorandum (TAB A) to MG White approving proposed Ranger training for ROTC cadets (TAB B)."

(b) Item for approval: "CofS approve publication of revised FM 108-44, Arctic Peacekeeping Operations (TAB A)."

(c) Item of information: "Update DCG on status of Armored Gun System (AGS) Program."

(d) Item of information (Readahead): "Prepare CG for visit of MG Sakal, Commander of Israeli Ground Forces, on 14 Nov 98."

(2) Recommendation (optional). State recommended action only if different from purpose; e.g., if purpose were to provide recommendations on a site for a conference, recommendation block would indicate the preferred choice. Normally, HQ TRADOC Form 30s do not have a recommendation paragraph.

(3) Summary.

(a) Write a succinct background of the subject, explaining tabs in appropriate order—(TAB C) (TAB D) (TAB E), etc.

(b) If there are resource or RC impact(s), a paragraph describing impact(s) should be included in summary.

(c) Special administrative instructions. If there are any, include them immediately before coordination.

(4) Coordination. Coordinate the action prior to forwarding to the Command Group. Directors must initial in the "Approval/Release" block before releasing for coordination. The office chief or designated representative of office coordinated with indicates completed coordination by entering rank, last name, and date; e.g., DCSCD COL Jones CONCUR 26 Apr 98, or DCSDOC BG Davis NONCONCUR 19 Sep 98 (TAB D), or SJA COL Pete CONCUR WITH COMMENTS 3 Oct 98 (TAB E). When coordination is not required, state "Coordination: Not required." See Chapter 2, para 2-7.

n. APPROVAL/RELEASE: Enter grade, last name, initials, and date of approving officials. The DCS, or designated representative, must complete this block on all actions.

o. APPROVAL AUTHORITY USE ONLY: This block is reserved for the designated approval authority within the Command Group.

8-4. Messages. The entire DOD is in the process of transitioning to the Defense Message System (DMS). All TRADOC installations are currently implementing DMS. Organizational level implementation will begin in CY-99.

a. Front channel. Following guidelines apply to messages for Command Group signature. See subparagraph b for additional guidance on Eyes Only (EO) messages.

(1) Use the Desktop to Autodin Host (DINAH) message preparation software to prepare messages for the Command Group. Do not enter a date time group (DTG); DTG will be added once message is signed. Include a printed copy of the message. When printing, set left margin at 5. Do not print/forward a release document. Release document will be printed and signed by the appropriate releasing authority once message is signed.

(2) Include the completed DINAH disk with the message. Label disk with classification, file name of message, office symbol, and telephone extension of action officer, and subject of message. DINAH disks for Command Group signature will contain only one message per disk.

(3) Message releasing official should be the same person who will sign the message.

(4) Include the suspense in parentheses after the subject on messages suspensing another installation.

(5) Addressees in a PERSONAL FOR message should be listed in rank order, with names in alphabetical order within each rank. The only exception is if two addressees are grouped on the same address line (see figure D-7). See TRADOC Message Address and Mailing List (MAML), updated and published monthly and posted on Exchange in the Fort Monroe Public Folder, "General Officer News" by SGS.

(6) Staff actions containing messages are processed the same as any other actions. Actions with major errors will be returned to originator for correction.

(7) Once a message has been signed—

(a) A DTG is added and a release document is printed and signed.

(b) The staff action is logged as complete in the Command Group Administrative Center (CGAC).

(c) The disk and release document are separated from the staff action and handcarried to the DOIM Telecommunications Center for transmission. Once transmitted, the disk is returned to the originator through distribution.

(d) The staff action is returned to the originator with a copy of the release document.

b. Eyes Only (Back Channel System).

(1) General. The Army Privacy Communications System, commonly referred to as the Eyes Only (EO) or Back Channel System, is not intended for routine correspondence. EO messages are not official correspondence. Do not use EO messages for coordinations, understandings, agreements, or similar actions. Do not refer to EO messages in official correspondence. Include EO messages in staff actions only with permission of recipient.

(2) Users. There are no restrictions on who may receive EO messages. Persons authorized to send EO messages are:

(a) U.S. general/flag officers and promotable colonels.

(b) DOD civilian officials (GS-16 and above).

(c) Others specifically authorized by the CSA or the Director of the Army Staff.

(3) Preparation instructions. See figure D-8 for an example of how to prepare EO messages. Be sure to include:

(a) Name, rank, duty title, and location of originator and addressees.

(b) Security classification and downgrading instructions.

(c) Delivery instructions.

(4) Contact SSO (x2315/2647) for pickup of signed EO messages.

(5) SSO will wipe EO DINAH disks after message transmission and before returning disks to originating office.

(6) Contact SSO (x2315/2647) for further guidance on EO messages.

8-5. Readaheads. Readaheads (RA) are a special type of staff action, forwarded with the HQ TRADOC Form 30, which prepares the Command Group for trips, visits of civilian or military dignitaries, or briefings. As such, the completeness of a RA is critical to the success of the trip, visit, or briefing it covers.

a. Procedures.

(1) The OCG, ODCGs, and OCSM determine RA requirements and generates/sends a calendar worksheet to the SGS via E-mail. The SGS assigns CATS control numbers and notifies designated action offices via E-mail. Additionally, hard copies of RA taskers are forwarded to the action agencies via the CGAC.

(2) The staff POC is normally identified on the calendar worksheet from CG, DCGs, or CSM office. If not, SGS will assign a responsible staff POC (e.g., XO). Staff should E-mail the name of the action POC to SGS within 24 hours of receipt of action. Suspense to the SGS is 4 working days prior to the event. CG events require one original and two RA copies (DCG, CofS). CG copy must be provided in a three-ring binder. A disc containing all files minus briefings is required for the CG copy. Copies for DCG and CofS should be packaged and tabbed same as the original. DCG events require an original and one RA copy (one for the CofS). DCG(IET) events require one copy of the RA. CSM events require only one RA. RA for Command Group installation visits will be assigned on a rotating basis among DCSs (with the exception of Deputy Chief of Staff for Training (DCST)). DCST is responsible for all DCG(IET) installation and Combat Training Center visit RA. SGS will check for format and compliance and distribute to the appropriate offices.

(3) The Commander's Planning Group (CPG) reviews the CG's RA for content and relevancy. Staff proponents should call the CPG upon notification to ensure an accurate, timely, and usable product for the CG. CPG forwards RA to OCG.

b. Format. All RA are forwarded to the Command Group with a HQ TRADOC Form 30 as outlined below.

(1) PURPOSE. Explain the 5Ws—who, what, where, when, why.

(2) SUMMARY. One to five lines summarizing the meeting/briefing.

(3) BACKGROUND. Issues discussed during last meeting, previous guidance, progress/resolution, and remaining issues.

(4) DISCUSSION. Refer to tabs if necessary. Include positions of key staff agencies (TRADOC, DCS, ARSTAF, other MACOMs/agencies), summary of issues, actions/resolutions/decisions sought, and key slides (refer to those that must be reviewed).

(5) RECOMMENDED ACTIONS. Course of action—phone call, approve position.

(6) COORDINATION: Exclusion of required tabs (below) must be approved by CPG prior to submission and shown on the coordination line (i.e., TABs F-J have been omitted per approval of CPG (LTC Rock).

c. If RA contains correspondence the Command Group will be asked to sign during briefing/meeting, the SGS and CofS offices must first review the correspondence.

d. Composition. RA are compiled in a three-ring binder, as shown at figure D-9, and as described below. TABs A-J will be included in all RA unless coordination with CPG determines otherwise. In this case, so state on Form 30.

(1) Index. The Table of Contents for the RA; example is at figure D-9a.

(2) TAB A - Executive Overview. Summarizes the overall event and highlights significant issues and recommendations; example is at figure D-9b.

(3) TAB B - Itinerary. Provides the when, where, and what in sequential order, and cross-references these events with details found at various tabs in the RA book; example is at figure D-9c.

(4) TAB C - Participants. Lists the attendees, including all those from TRADOC.

(5) TAB D - POCs/Phone Numbers. Identifies those individuals with primary responsibility for actions during the event, phone numbers where they can be reached at their office and during the event (including cellular and pager numbers), and their location if attending the event.

(6) TAB E - Agenda per Meeting. First page contains Table of Contents for TAB E. Subordinate tabs are included for each event on the agenda. TAB E1, for example, will cover the first topic on the agenda, and includes TABs E1a (Point Paper), E1b (Briefing Slides), and E1c (Supporting Documents). The Point Paper (see figure D-10) contains thorough analysis as part of the assessment paragraph and substantive recommendations. TAB E2 covers the next agenda item, and so forth.

(7) TAB F - Other Items of Interest. This includes topics not on the itinerary, but which may occur should the opportunity present itself. Tentative office calls and anticipated sidebar discussions are included here. The Point Paper is the format used to convey this information.

(8) TAB G - Social Schedule. This is included as required. If there is no social event, omit this TAB. TAB G, if used, will include a list and biographical sketches of key attendees, any formal remarks, and the seating arrangement for the CG's table.

(9) TAB H - Background Material. Includes other bio's, historical information, and related documents (E-mail, Articles, White Papers, etc).

(10) TAB I - Logistical Requirements. Transportation details (who, what, where, when, how) and billeting information for the CG. OCG will be able to provide this information.

(11) TAB J - Work Plan. This is for use primarily by the action officer, but may be helpful when answering questions from the CG during IPRs or prebriefs. TAB contains a list of all action officers contributing to the RA, the IPR schedule, and the After Action Report, which will be compiled by the action officer the week following the event.

8-6. Point Paper. Point Papers list points, facts, positions, questions, or recommendations in outline form. It avoids sentences, but instead features bullet phrases. It is used when the reader has an intimate knowledge of the subject. Instructions for preparing a Point Paper are provided in figure D-10.

8-7. Executive Summary (EXSUM). EXSUMs are used to update and provide information to the Command Group. They are not meant to replace all other staff papers but to provide a time and effort saving method to get important information to the Command Group. Whenever possible, use EXSUMs instead of information papers.

a. Procedures. Requests for EXSUMs are tasked in accordance with procedures in para 2-6.

b. Format. See figure D-11a for internal format and Figure D-11b for CSA EXSUM. Internal EXSUMs may be placed directly on HQ TRADOC Form 30.

(1) Do not exceed 15 lines. Use Courier or Courier New 12 font unless otherwise directed by tasking office.

(2) State why EXSUM is being written in the first sentence. Do not use or refer to attachments in the EXSUM. Spell out all acronyms when first used.

(3) Type "PROVIDE MEMO___________" after last sentence. Recipient will check here if more information is desired in memo format.

(4) Name of action officer/office symbol/phone number will be right justified two lines below the last line (internal format only).

(5) Type "APPROVED BY___________" on line below action officer name. Chiefs/deputies of general and special staff offices will approve all EXSUMs forwarded to the Command Group (internal format only). This is not required if EXSUM is placed directly on HQ TRADOC Form 30.

8-8. Discussion Paper. Discussion Papers impart information and help the reader express or respond to viewpoints. People use them in discussions, speeches, briefings, and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussion. Instructions for preparing a Discussion Paper are provided in figure D-12.

8-9. Information Paper. Information Papers are used to give the reader easy access in a clear and concise format. Instructions for preparing an Information Paper are provided in figure D-13.

8-10. Position Paper. Position Papers lay out an organization's position or policy on an issue. It is used when advancing or defending a position. Instructions for preparing a Position Paper are provided in figure D-14.

8-11. Star Letter. Star letters are used by general officers only. They are normally used for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. There is no prescribed format for star letters.

They are generally prepared to the personal preference of the general officer signing the letter. If necessary, additional pages will be prepared on plain bond paper of the same stationery type and size. The page number will be placed at the top of the page in the same manner as a letter. HELPFUL HINT: Cover the embossed print on the star stationery with a yellow sticky before you send the stationery through your laser printer; it will deter reprinting of the embossed area. For an example of a CG star letter, see figure D-15.

8-12. Commanding General E-mail guidance. E-mail correspondence prepared for the Commanding General should be submitted in the following format and IAW guidelines below.

a. Draft E-mail should be submitted on plain bond paper, Times New Roman 14-point font. The text should be double-spaced and paragraphs should be indented 1/2". Margins should be 1.25" on the left, with 1" on the right, top, and bottom.

b. Generally, E-mail prepared for the Commanding General should follow this basic outline:

(1) Short, personal introduction to the addressee. Example: “Sir, appreciate you taking the time to visit Fort Swampy yesterday. The soldiers and instructors enjoyed your talk, and I understand the question and answer session was very well received. Amos Halftrack indicated that you had some questions about the classroom renovation, and I would like to take a few moments to outline what TRADOC is doing to address your concerns.”

(2) Bottom-Line-Up-Front (BLUF). State the answer as TRADOC sees it, up-front, so that the addressee’s time is not wasted. “The classrooms you saw are the last scheduled for renovation and completion is contingent upon release of $15M currently being withheld by HQDA.”

(3) Analysis. This is the key piece. It is not simply a history lesson, rather it is the “so what” associated with the issue, and it is why the Commanding General is personally becoming involved in the issue. As applicable, this should address the implications for the Army of accepting or rejecting the TRADOC position. Example: “Release of the $15M by 1 MAY 99 is essential if we are to fully realize our vision of 21st century classrooms throughout TRADOC. Of the $50M invested in classroom renovation since 1995, $7.5M has been provided from within TRADOC’s already limited budget. While we have been able to absorb this level of funding in the past, it has required some painful tradeoffs in the length and content of the officer basic course as well as ANCOC. If we are required to fund the final $15M from within the TRADOC budget, we will be forced to either further reduce instructor contact hours in both courses or eliminate the field training exercise from OBC. Either of these options is unacceptable since it will provide the field inadequately trained graduates.”

(4) Restate the answer, elicit addressee’s support (if applicable), and end with a short, personal close. Example: “In conclusion, the key to resolving classroom renovation issues at Fort Swampy is HQDA release of $15M by 1 MAY 99. I stand ready to discuss this further with you as you desire. V/R, John.”

Chapter 9
Conferences and Briefings

9-1. Responsibilities.

a. The SGS is responsible for scheduling conferences and briefings held in the DePuy Hall Command Conference Room (CCR), and preparing the CCR for scheduled events to include the preparation of a seating chart.

b. Protocol is responsible for scheduling conferences and briefings held in the Morelli Auditorium, Building 133, and for preparing the Auditorium for scheduled events to include the preparation of a seating chart.

c. Chiefs of General and Special Staffs are responsible for scheduling conferences and briefings in their respective conference rooms (see figure D-16).

9-2. Procedures.

a. Heads of staff offices will obtain CofS approval before conducting conferences or briefings requiring CG, DCG, DCG(IET), or CofS participation.

b. When arranging conferences and briefings, action officers will—

(1) Coordinate with secretary of CG, DCGs, or CofS to arrange the date, time, and location of conferences/ briefings to be chaired by the CG, DCGs, or CofS.

(2) Coordinate with Operations Directorate to preclude scheduling conflicts with the TRADOC Long Range Calendar.

(3) Coordinate with SGS or Protocol to reserve the CCR or Morelli Auditorium, respectively.

(4) Submit a HQ TRADOC Form 30 for CofS approval of all conferences or briefings requiring expenditure of TRADOC funds. The memorandum will include:

(a) The date, time, and location of the conference or briefing.

(b) Attendance requirements.

(c) Name or title of chair.

(d) Purpose of conference or briefing.

(e) Security classification.

(f) Title, order of presentation, and time set aside for each part of the conference or briefing.

(g) Special instructions (e.g., prebriefing requirements, attendee allocations, etc.).

(h) Uniform requirements.

(i) A request that names of attendees be provided to the action officer.

(5) Prepare a message or memorandum for CofS signature to announce the conference or briefing when personnel from organizations outside HQ TRADOC are invited.

c. Staff agencies making presentations during conferences and briefings should provide their own equipment operators/slide flippers.

d. The General or Special Staff Office which has lead for organizing a conference or briefing to be attended by the CG, DCGs, or CofS will provide a notetaker to record taskings and issues that surface during the conference/ briefing.

e. Staff agencies will provide a seating chart for the CG when he holds a VTC or Desk-side VTC. An example of a seating chart is at figure D-17.

9-3. Preparing visual aids.

a. When preparing visual aids, consider equipment limitations of conference room to be used (see figure D-16).

b. Guidelines.

(1) Use no smaller than 24-point type or equivalent for letters and numbers in titles. Use no smaller than 18-point type or equivalent for letters and numbers in text.

(2) Each chart or graph should convey a single idea.

(3) Number viewgraph transparencies (VGTs) or 35mm slides in the order they are to be displayed. For dual screen projection, place "L" or "R" after the number to specify left or right screen. To allow easy change/ reordering numbers may be annotated on the viewgraph frame rather than the transparency itself.

(4) Mark classified slides at top and bottom. Classification should be clearly visible during the presentation.

(5) Text of visual aids should not repeat the verbal presentation.

(6) If more than one map is shown on a single visual aid, the same scale should be used.

(7) If paper copies of slides are to be distributed to conference/briefing attendees, copies will be in black and white.

(8) Do not distribute paper copies of slides/conference materials to multiple installations. Transmit material via E-mail or File Transfer Protocol (FTP) site using following procedures:

(a) Ensure all files use similar format; e.g., all text files in Word format and all slideshows in PowerPoint format. Include a text file titled "README.TXT" which describes contents of all files.

(b) Compress all conference files into a single executable file using PkZip (contact your Information Systems Officer (ISO) for assistance).

(c) Coordinate with DOIM (x2525) to have compressed file transmitted to attendee installations. Provide DOIM a list of who at each installation needs to receive the file.

(d) Send an advance E-mail note to conference attendees notifying them of the compressed file, how to access, download, and decompress the file, what software is needed to display/print the conference material, and POC telephone numbers. DOIM and your ISO can help with technical details.

(e) When possible, conduct transmission and download after duty hours to avoid E-mail system degradation. As a general rule, files over 500K should be transferred via FTP. See your ISO for assistance in using FIP.

9-4. Tasking memorandums. The CofS may direct the General or Special Staff Office which had lead for organizing a conference/briefing to prepare a tasking memorandum. Tasking memorandums will—

a. Be addressed to TRADOC Chiefs of General and Special Staff Offices and any commanders, commandants, or agencies tasked during the conference/briefing.

b. Be submitted for CofS signature under HQ TRADOC Form 30. For a conference/briefing the CG attended, coordinate with the Commander's Planning Group.

c. Consist of the following paragraphs, in order:

(1) Purpose. Brief statement of purpose of memorandum, including conference/briefing title, date(s), location, and principal attendees; e.g., "Purpose. Summarize issues from TRADOC Family Team Building Conference, 1-12 Jan 98, Fort Monroe. Conference attended by GEN Abrams, MG Thomas, MG Ernst, and COL Baker."

(2) Objectives. Brief statement of conference/ briefing objectives.

(3) Summary of significant discussion. Discuss each issue/tasking in a separate subparagraph. At the end of each subparagraph, indicate action required and recommended action/assist agency, if any (e.g., "(INFO)" or "(ACTION: DCSCD, ASSIST: DCST, DCSDOC)." If an action/ assist agency for an issue is not identified during a conference/briefing, use TRADOC Reg 10-5 to determine appropriate action/assist agencies.

(4) POC line indicating notetaker rank, name, E-mail address, office symbol, and phone.

Appendix A
References

Section I
Required Publications

AR 25-11
Record Communications and the Privacy Communications System

AR 25-30
The Army Integrated Publishing and Printing Program

AR 25-50
Preparing and Managing Correspondence

FM 101-5
Staff Organization and Operations

TRADOC Reg 10-5
Headquarters, United States Army Training and Doctrine Command

TRADOC Reg 25-35
Preparing and Publishing U.S. Army Training and Doctrine Command Administrative Publications

TRADOC Pam 25-51
Office Symbols

Section II
Related Publications

DOD 4500.54-G
Department of Defense Foreign Clearance Guide

AR 1-20
Legislative Liaison

AR 10-87
Major Army Commands in the Continental United States

AR 20-1
Inspector General Activities and Procedures

AR 25-1
The Army Information Resources Management Program

AR 25-51
Official Mail and Distribution Management

AR 25-55
The Department of the Army Freedom of Information Act Program

AR 25-400-2
The Modern Army Recordkeeping System (MARKS)

AR 55-46
Travel Overseas

AR 310-25
Dictionary of United States Army Terms

AR 310-50
Authorized Abbreviations, Brevity Codes, and Acronyms

AR 335-15
Management Information Control System

AR 340-21
The Army Privacy Program

AR 380-5
Department of the Army Information Security Program

AR 600-8-22
Military Awards

AR 672-20
Incentive Awards

DA Pam 672-20
Incentive Awards Handbook

TRADOC Memo 1-9
TRADOC Orientation Program

TRADOC Pam 25-50
Addressee List

U.S. Government Printing Office - Style Manual

The Gregg Reference Manual

Section III
Prescribed Forms

HQ TRADOC Form 30
Transmittal, Action, and Control

HQ TRADOC Form 101
TRADOC Distribution List

HQ TRADOC Label 1001
Pouch Label

Section IV
Referenced Forms

DA Form 1256
Incentive Award Nomination and Approval

DA Form 3964
Classified Document Accountability Record

DA Label 115
Expedite Cover Sheet

DA Label 116
Signature or Initials Marker

DD Form 285
Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly

DD Form 2501
Courier Authorization

HQ TRADOC Form 36b
OSA Request - Special Mission

TRADOC Form 712-R
Request for Official OCONUS Temporary Duty Travel

TRADOC Label 1000
TRADOC Mailing Label

Appendix B

HELPFUL HINTS FOR PREPARING CORRESPONDENCE AND PROCESSING STAFF ACTIONS

B-1. Introduction. Most information contained in this appendix can be found elsewhere in this publication. Appendix B represents a collection of helpful hints and highlights some of the most common errors found during proofreading.

B-2. Reference Materials.

a. Staff Officer Orientation Brief. Web address: http://www-tradoc.monroe.army.mil/CofSDocs

b. AR 25-50, Preparing and Managing Correspondence. Web address: http://books.army.mil/cgi-bin/bookmgr/BOOKS/R25_50/CCONTENTS

c. TRADOC Pam 25-50, Addressee List. Web address: http://www-tradoc.army.mil/tpubs/pams/p25-50.htm#secIII

d. Message Address and Mailing List (MAML) under Public Folders on Exchange in “General Officer News”

e. The Gregg Reference Manual

f. “Staff Guidance” Public Folder on Exchange

B-3. Processing Staff Actions.

a. PURPOSE statements on HQ TRADOC Form 30s should state in one concise sentence action to be taken (e.g., To obtain CG signature on message (TAB A) to MG Brown nonconcurring with his proposed changes to FM XX-X (TAB B)).

b. Ensure your CATS control number is in the upper lefthand corner of the HQ TRADOC Form 30. If the action is self-generated, the Command Group Admin Center (CGAC) will assign an ES control number for tracking purposes.

c. TAB A is paper requiring signature or action. When forwarding more than one action for approval/signature, use A1, A2, A3, etc.

d. TAB B is the document that generated the action; e.g, if TAB A is an endorsement, TAB B should be the original memo, any previous endorsements in chronological order, and enclosures. Additional background info follows using succeeding tabs in order mentioned in HQ TRADOC Form 30.

e. ALWAYS use Spelling and Grammar check under Tools on MS Word.

f. Ensure signature flags are included in packages requiring signature. DO NOT USE PLASTIC EXECUTIVE COVER SHEETS.

g. Ensure your ASGS is aware of time-sensitive actions so that we can assist you in expediting the action through the Command Group.

h. Include disk with all actions requiring Command Group signature. ASGS/OCS will make minor corrections when possible.

i. If SGS returns action for fixes, ALWAYS return marked-up copy with package.

j. Actions returned for corrections should be handcarried to CGAC or your ASGS—not OCS. Actions are logged out on CATS and must be logged back in to maintain tracking system.

k. Courier 12 or Courier New 12 is the TRADOC standard font and will be used in all correspondence except Point Papers, proposed E-mail for the CG, and items to be included in readaheads. These will be prepared in Times New Roman 14.

l. Ensure headers and footers are in the same font as text.

m. Correspondence will be dated by the CGAC upon Command Group signature and original returned to the appropriate action office for dispatch.

n. Do not send comeback copies or internal routing slips to the Command Group.

o. Do not take actions directly from the CG’s, DCGs’ or CofS’ offices without clearing it first with CGAC/SGS.

p. Route all actions through CGAC/SGS. Do not take directly to Command Group offices. This includes correspondence presented for signature during meetings/briefings.

B-4. Coordination.

a. HQ TRADOC Form 30 should show names/dates.

b. DCS or Deputy must sign nonconcurrence/considerations of nonconcurrence.

c. Coordinate all Congressional actions with Operations Directorate (OCLL).

d. Coordinate all conferences/major briefings with Operations Directorate (Mr. Stuebbe) to avoid conflicts with the TRADOC Long-Range Calendar.

e. Coordinate major ceremonies with Protocol and Post (Plans and Training).

f. Coordinate Reserve/National Guard issues with Assistant Chiefs of Staff for USAR/NG and medical actions with TRADOC Surgeon/MEDCOM, as appropriate.

g. Keep CSM and DCGs informed; coordinate actions as appropriate.

B-5. Preparing Correspondence.

a. Put yourself in the shoes of the person signing the action. Does the HQ TRADOC Form 30 answer the 5 Ws; e.g., when preparing CG correspondence, write for four-star eyes.

b. Write in active voice—subject, verb, object.

c. Prepare all staff action papers using the Army effective writing “package” structure. That is—

(1) Make reference(s) the first paragraph.

(2) Begin the paper with the Bottom Line Up Front (BLUF).

(3) Separate the body of your paper clearly dividing sections using paragraphs, headings, or titles.

(4) Make pen and ink corrections for minor errors only on internal correspondence.

B-6. Letters.

a. Use your office title instead of office symbol.

b. Reference letter you are responding to; e.g., "Thank you for your March 24, 1998, letter emphasizing the importance of..."

c. Use civilian dates in letters; e.g., January 1, 1999.

d. Use appropriate personal letterhead stationery; e.g., CG letterhead for CG signature; appropriate DCG letterhead for DCG signature; CofS letterhead for CofS signature.

e. Center on page. Letter should be framable.

f. Use 1-inch margins. On short letters, 1.5-inch margins, centered on page is permissible.

g. Use "Respectfully" as the complimentary closing for same rank and below (regardless of grade) and "Very respectfully" for VCSA, CSA, and above, as well as retired four-stars.

h. In signature block, use upper and lower case for name and "U.S. Army" instead of "GS."

i. Submit thank you and congratulatory letters in a timely manner to optimize affect. Do not repeat congratulations/thanks in the first paragraph and then again in the last paragraph.

B-7. Memorandums.

a. Use TRADOC letterhead stationery.

b. Use your office symbol.

c. Three returns between office symbol and "MEMORANDUM FOR;" two between "MEMORANDUM FOR" and "SUBJECT." Then, three returns between "SUBJECT" and first paragraph of your text.

d. When referencing other correspondence, follow guidance in AR 25-50, para 1-36; e.g., Memorandum, HQ TRADOC, ATCS, 12 Dec 97, subject: New Staff Procedures.

e. Use upper case letters in the signature block and "GS" instead of "U.S. Army" for CofS and below.

B-8. Endorsements.

a. Follow guidelines in AR 25-50, Chapter 2, Section II.

b. Ensure office symbol and date match basic correspondence.

c. Ensure subject is exactly the same as the basic correspondence.

e. Do not put AO name/typist initials/telephone number at top if a POC paragraph is going to be included in the text.

f. Number endorsements appropriately; e.g., if the basic correspondence is two pages long, the 1st endorsement would begin with page number three and so forth.

g. Reflect status of enclosures IAW AR 25-50, Chapter 5.

B-9. Readahead (RA).

a. Once tasked with a CG RA, staff POC will contact CPG (x3777) to identify CPG POC and make initial contact.

b. It pays big dividends to discuss RA requirements with CG/DCG Planning Group POCs early on. Open communication/interaction will save valuable time and ensure a quality product.

c. Staff POC is responsible for notifying all attendees of cancellations or changes in times and/or locations as they occur.

d. Staff POC is responsible for providing OCG a "seating chart" every time CG uses DVTC or VTC facility to include personnel in the VTC room with the CG as well as those out in "VTC land"—first name, last name, and position.

e. Thorough staff analysis is most important. Point Papers are the substance of the RA.

f. All RAs will have TABs A-J unless AO discussion with Planning Groups determine otherwise. In that case, the Form 30 will so state; e.g., TABs G, H, and I are not applicable per discussion with CPG POC, LTC Topp, 21 Dec 98.

B-10. DINAH Messages.

a. Date Time Group (DTG) will be added and releaser sheet printed and signed by releasing authorities in the Command Group once message is signed.

b. Check precedence; e.g., RR for ROUTINE; PP for PRIORITY if time-sensitive action.

c. Use the Message Address and Mailing List (MAML) found in the Public Folders on EXCHANGE under Fort Monroe General Officer News.

d. Make sure message has a SUBJECT line.

e. If Personal For (PF), ensure addresses and addressees match. PF addressees should be listed in rank order IAW guidance found in the MAML.

f. Only one message per DINAH disk.

B-11. Assistant SGS Responsibilities. Call your ASGS for assistance. Please have the CATS control number or if the action was self-generated, the first word of the subject on your HQ TRADOC Form 30.

Mrs. Kissinger, 2684	MAJ Allen, 4116	MAJ Williams, 4176
DCSBOS	DCSCD	DCST
DCSRM	DCSDOC	DCSSA
DCSINT	OPS Dir	DCSIM
POST HQ	SADBU	DCSR
Protocol	CHAPLAIN	DCSED
	ACS(USAR/ARNG)	Cadet Cmd
	SURGEON	IG
	IRAC	PAO
	HISTORIAN	SJA

MAJ Carter, 2665

Readaheads

Appendix C
Pouch and Shuttle Instructions

C-1. Urgent unclassified material requiring handcarry within the Washington, D.C., area may be dispatched via special pouch. Pouch is normally delivered to the TRADOC Liaison Officer at HQDA by 0930 the following workday. Use HQ TRADOC Label 1001 for dispatch (see figure D-18).

C-2. Obtain approval to dispatch bulky material via courier from DOIM Classified Mail and Distribution Center, x2121, prior to delivery.

C-3. The HQDA pouch is dispatched on the first shuttle flight each day of the week. However, if there is not a passenger to appoint as courier, one will be appointed on the 0830 flight.

C-4. Material to be sent in the pouch must reach DOIM Classified Mail and Distribution Center, Bldg 183, before 1500 on the day before dispatch.

C-5. Classified material may not be sent via pouch. Action officers needing delivery/pickup of classified material may handcarry material on TRADOC shuttle. Courier orders are required. Normal shuttle schedule is at figure D-19; call Military Flight Section (x3187/2517) to confirm times.

C-6. Pouch mail must contain telephone number of addressee.

Figures

	Military Correspondence	Non-military Correspondence
CG	JOHN N. ABRAMS General, U.S. Army Commanding	John N. Abrams General, U.S. Army Commanding

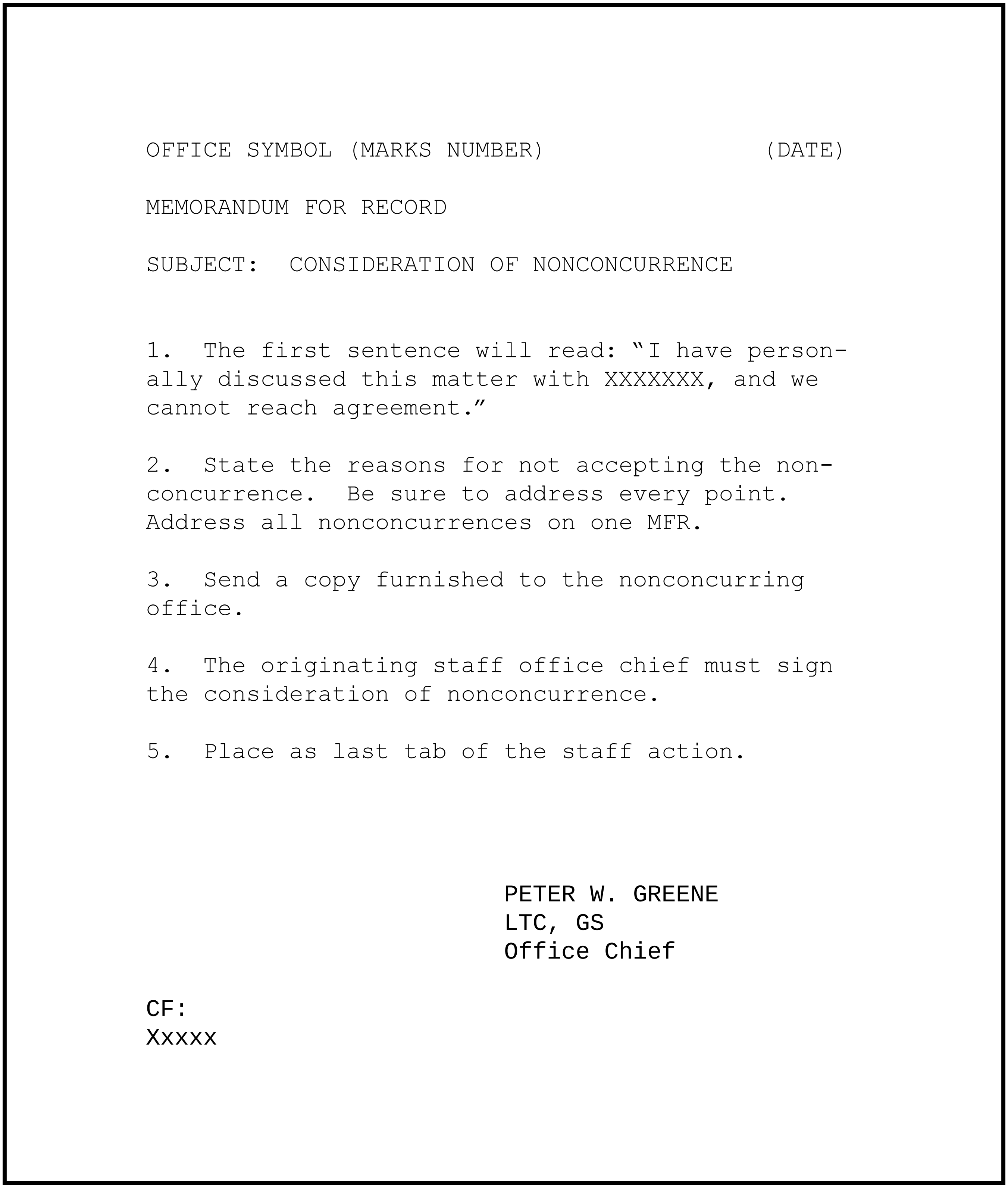
(for MOUs)

CG
JOHN N. ABRAMS
General, U.S. Army
Commanding General
U.S. Army Training and Doctrine Command

Date

DCG	RANDALL L. RIGBY Lieutenant General, U.S. Army Deputy Commanding General	Randall L. Rigby Lieutenant General, U.S. Army Deputy Commanding General
DCG (IET)	WILLIAM J. BOLT Lieutenant General, U.S. Army Deputy Commanding General Initial Entry Training	William J. Bolt Lieutenant General, U.S. Army Deputy Commanding General Initial Entry Training
CofS	CHARLES W. THOMAS Major General, GS Chief of Staff	Charles W. Thomas Major General, U.S. Army Chief of Staff

Figure D-1. CG, DCGs, and CofS signature blocks



OFFICE SYMBOL (MARKS NUMBER) (DATE)

MEMORANDUM FOR RECORD

SUBJECT: CONSIDERATION OF NONCONCURRENCE

1. The first sentence will read: "I have personally discussed this matter with XXXXXXX, and we cannot reach agreement."

2. State the reasons for not accepting the nonconcurrence. Be sure to address every point. Address all nonconcurrences on one MFR.

3. Send a copy furnished to the nonconcurring office.

4. The originating staff office chief must sign the consideration of nonconcurrence.

5. Place as last tab of the staff action.

PETER W. GREENE
LTC, GS
Office Chief

CF:
Xxxxx

Figure D-2. Consideration of nonconcurrence

		Lead		
EVENT	**Date**	**FY99**	**FY00**	**FY01**
1. TRADOC Commanders' Conference	Nov and May	OPS Dir	OPS Dir	OPS Dir
2. Organization Day	Jun	DCSBOS	DCSBOS	DCSBOS
3. African American History Month	Feb	DCSCD	DCSRM	CDT CMD
4. Women's History Month	Mar	DCSRM	DCSDOC	DCST
5. Asian Pacific Heritage Month	May	CDT CMD	DCST	DCSCD
6. Native American Heritage Month	Nov	POST	DCSIM	DCSDOC
7. Hispanic Heritage Month	Sep	DCST	DCSCD	DCSRM
8. National Disabilities Month	Oct	POST HQ	POST HQ	POST HQ
9. Dr. Martin Luther King Birthday Observance	Jan	POST HQ	POST HQ	POST HQ
10. Women's Equality Day	26 Aug	POST HQ	POST HQ	POST HQ
11. Holocaust Remembrance Day	Apr	POST HQ	POST HQ	POST HQ
12. POW/MIA Recognition Day	Sep	DCSSA	DCSR	DCSED

Figure D-3. Recurring events assignments

Conference Title	Date	Attendees	Lead
1. AUSA National (and Regional) Conference	Oct	CSA, VCSA, 4-star	DCSCD
2. Army Commanders’ Conference	Oct	CSA, 4-Star CDRs	DCST
3. Brigadier General (AC/RC) Training Conference	Oct	SA, CJCS, Selected 4-Star & ARSTAF	DCSED
4. Army-Air Force Warfighter Conference	Dec	4-Star, CINCs	DCSDOC
5. Senior Leader Training Conference	Jan	CSA, SMA, Selected ARSTAF/TRADOC CMDT/DIV CDRs	DCST
6. Board of Directors’ Meeting	Feb	CSA, VCSA CDR TRADOC/ USAREUR AMC/FORSCOM	DCSBOS
7. Winter Senior Commanders’ Conference	Feb	4-Star CDRs and CINCs	DCSRM
8. Division Commanders’/ TRADOC Commandants’ Conference (DC/DT)	Apr	AC DIV CDRs, TRADOC CMDTs	DCSDOC
9. Board of Directors’ Meeting/CEO Conference	May	CSA, VCSA, CDR TRADOC/USAREUR/ AMC/FORSCOM,CEOs	DCSCD
10. Board of Directors’ Meeting	Sep	CSA, VCSA, CDR TRADOC/USAREUR/ AMC/FORSCOM	DCSBOS

Figure D-4. 4-Star conference assignments

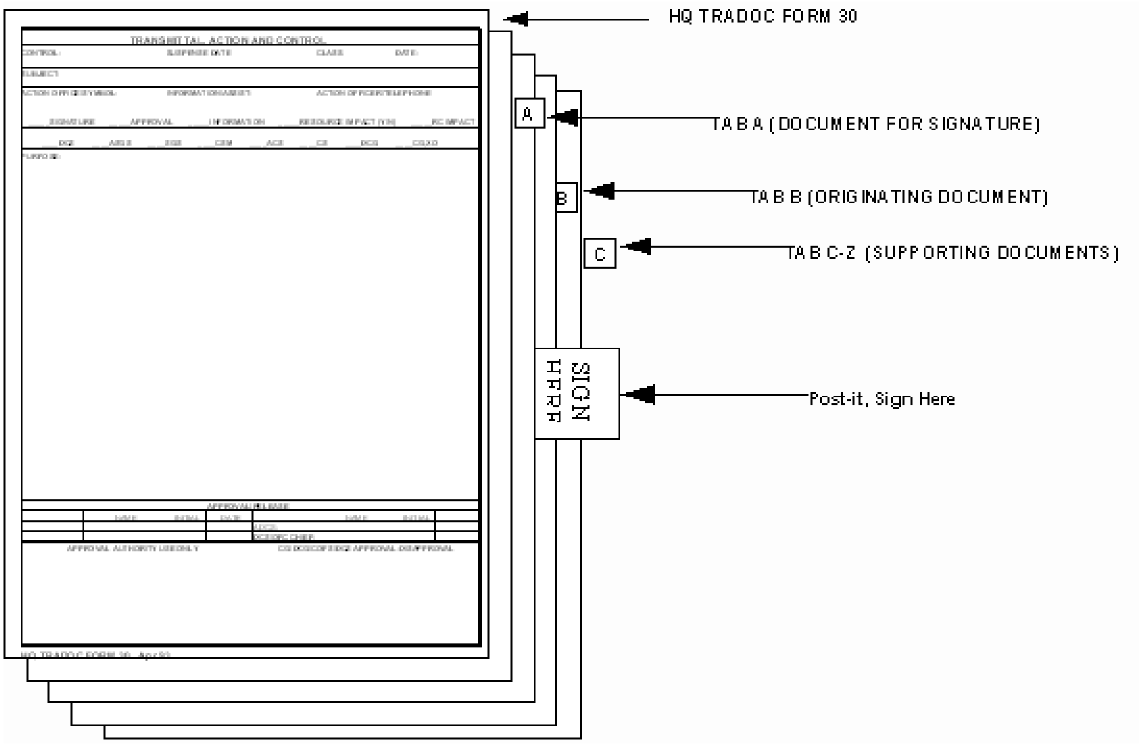
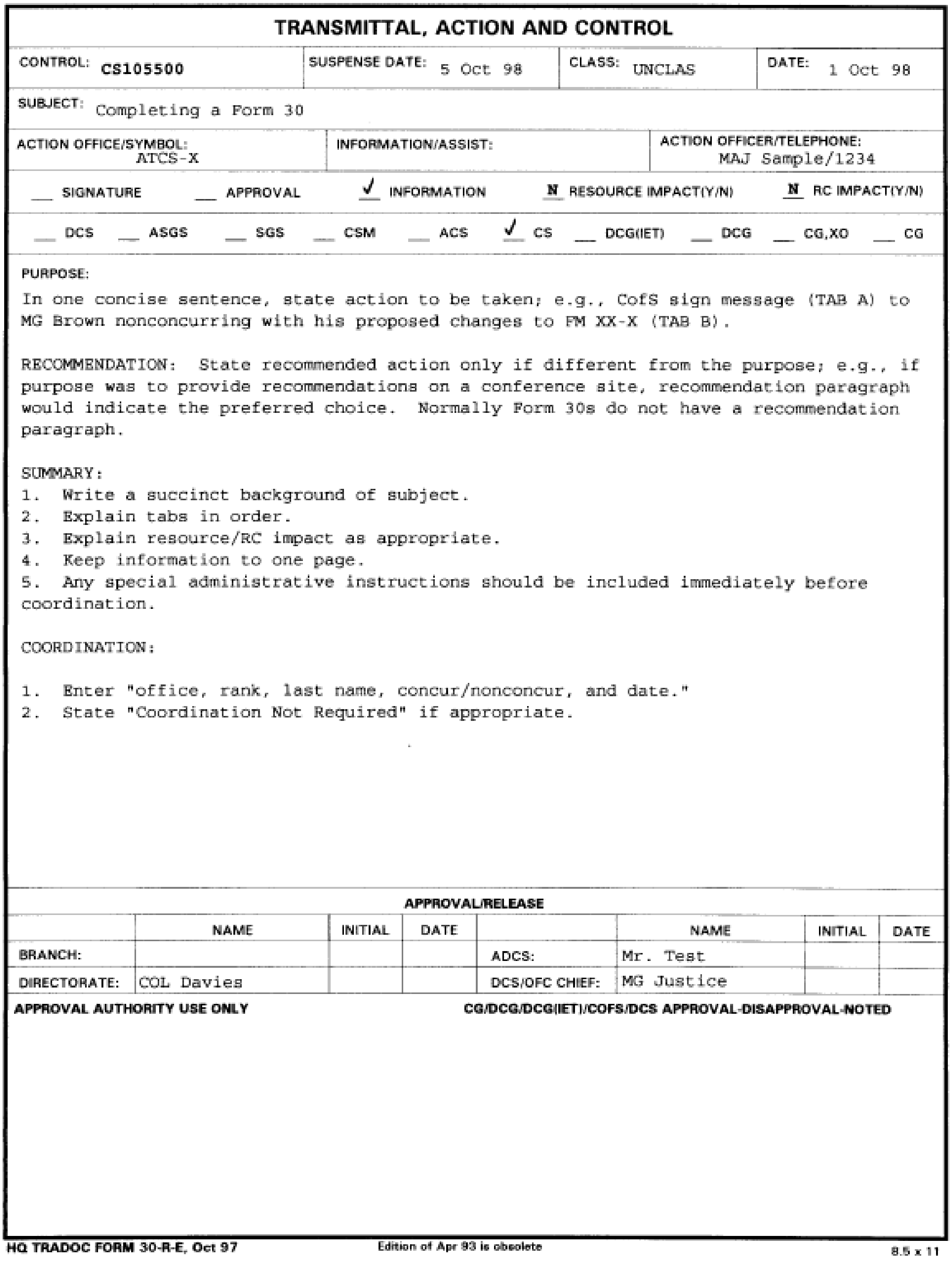

TRANSMITTAL, ACTION AND CONTROL
HQ TRADOC FORM 30
A
TAB A (DOCUMENT FOR SIGNATURE)
B
TAB B (ORIGINATING DOCUMENT)
C
TAB C-Z (SUPPORTING DOCUMENTS)
SIGN HERE
Post-it, Sign Here

Figure D-5. Assembling a staff action



TRANSMITTAL, ACTION AND CONTROL

CONTROL: CS105500	SUSPENSE DATE: 5 Oct 98	CLASS: UNCLAS	DATE: 1 Oct 98

SUBJECT: Completing a Form 30

ACTION OFFICE/SYMBOL: ATCS-X	INFORMATION/ASSIST:	ACTION OFFICER/TELEPHONE: MAJ Sample/1234

___ SIGNATURE ___ APPROVAL ✓ INFORMATION N RESOURCE IMPACT(Y/N) N RC IMPACT(Y/N)

___ DCS ___ ASGS ___ SGS ___ CSM ___ ACS ✓ CS ___ DCG(IET) ___ DCG ___ CG,XO ___ CG

PURPOSE:

In one concise sentence, state action to be taken; e.g., CofS sign message (TAB A) to MG Brown nonconcurring with his proposed changes to FM XX-X (TAB B).

RECOMMENDATION: State recommended action only if different from the purpose; e.g., if purpose was to provide recommendations on a conference site, recommendation paragraph would indicate the preferred choice. Normally Form 30s do not have a recommendation paragraph.

SUMMARY:
1. Write a succinct background of subject.
2. Explain tabs in order.
3. Explain resource/RC impact as appropriate.
4. Keep information to one page.
5. Any special administrative instructions should be included immediately before coordination.

COORDINATION:

1. Enter "office, rank, last name, concur/nonconcur, and date."
2. State "Coordination Not Required" if appropriate.

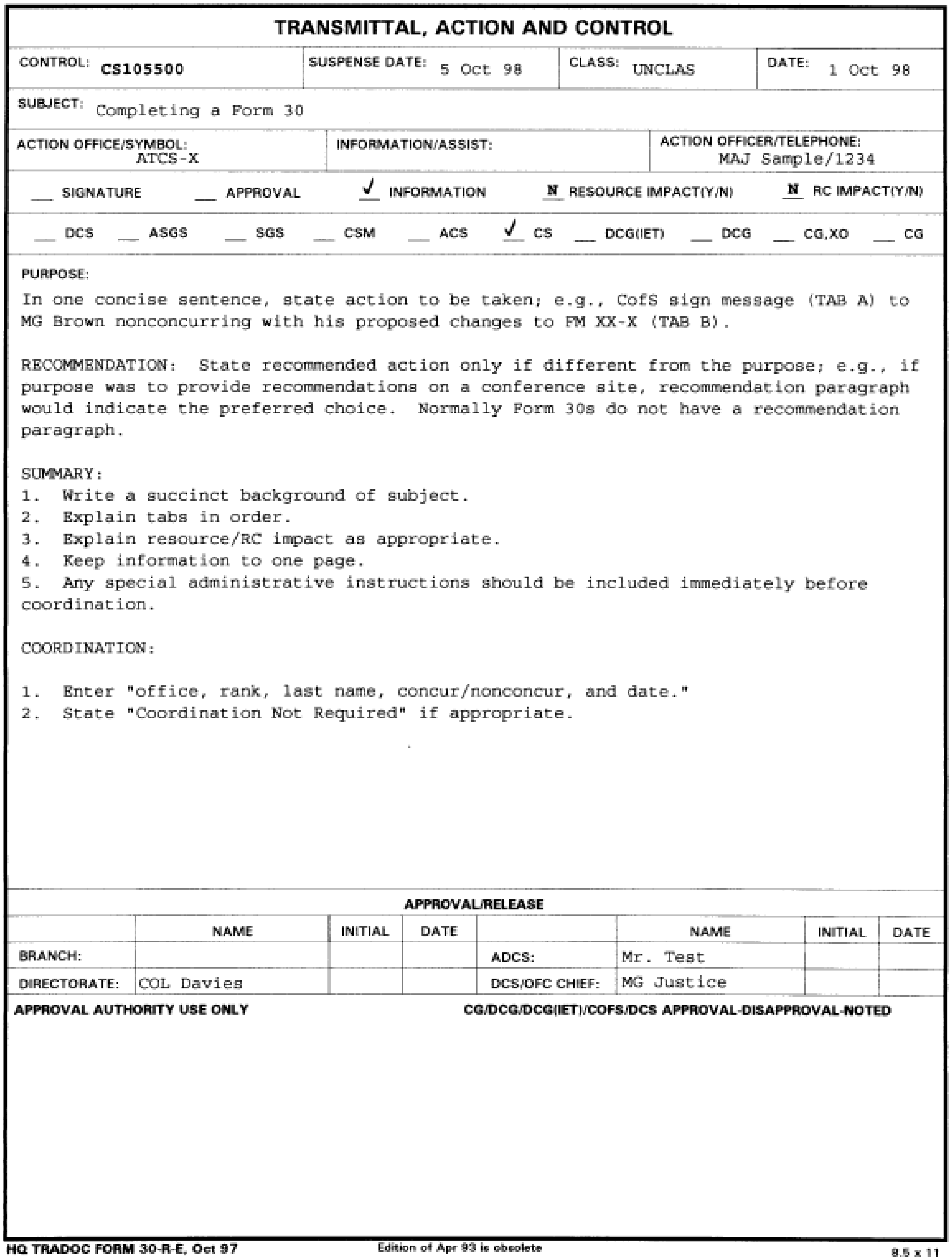
APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:	Mr. Test		
DIRECTORATE:	COL Davies			DCS/OFC CHIEF:	MG Justice		

APPROVAL AUTHORITY USE ONLY CG/DCG/DCG(IET)/COFS/DCS APPROVAL-DISAPPROVAL-NOTED

HQ TRADOC FORM 30-R-E, Oct 97 Edition of Apr 93 is obsolete 8.5 x 11

Figure D-6. HQ TRADOC Form 30 (Transmittal, Action and Control)



TRANSMITTAL, ACTION AND CONTROL

CONTROL: CS105500
SUSPENSE DATE: 5 Oct 98
CLASS: UNCLAS
DATE: 1 Oct 98

SUBJECT: Completing a Form 30

ACTION OFFICE/SYMBOL: ATCS-X
INFORMATION/ASSIST:
ACTION OFFICER/TELEPHONE: MAJ Sample/1234

___ SIGNATURE ___ APPROVAL ✓ INFORMATION N RESOURCE IMPACT(Y/N) N RC IMPACT(Y/N)

___ DCS ___ ASGS ___ SGS ___ CSM ___ ACS ✓ CS ___ DCG(IET) ___ DCG ___ CG,XO ___ CG

PURPOSE:

In one concise sentence, state action to be taken; e.g., CofS sign message (TAB A) to MG Brown nonconcurring with his proposed changes to FM XX-X (TAB B).

RECOMMENDATION: State recommended action only if different from the purpose; e.g., if purpose was to provide recommendations on a conference site, recommendation paragraph would indicate the preferred choice. Normally Form 30s do not have a recommendation paragraph.

SUMMARY:
1. Write a succinct background of subject.
2. Explain tabs in order.
3. Explain resource/RC impact as appropriate.
4. Keep information to one page.
5. Any special administrative instructions should be included immediately before coordination.

COORDINATION:

1. Enter "office, rank, last name, concur/nonconcur, and date."
2. State "Coordination Not Required" if appropriate.

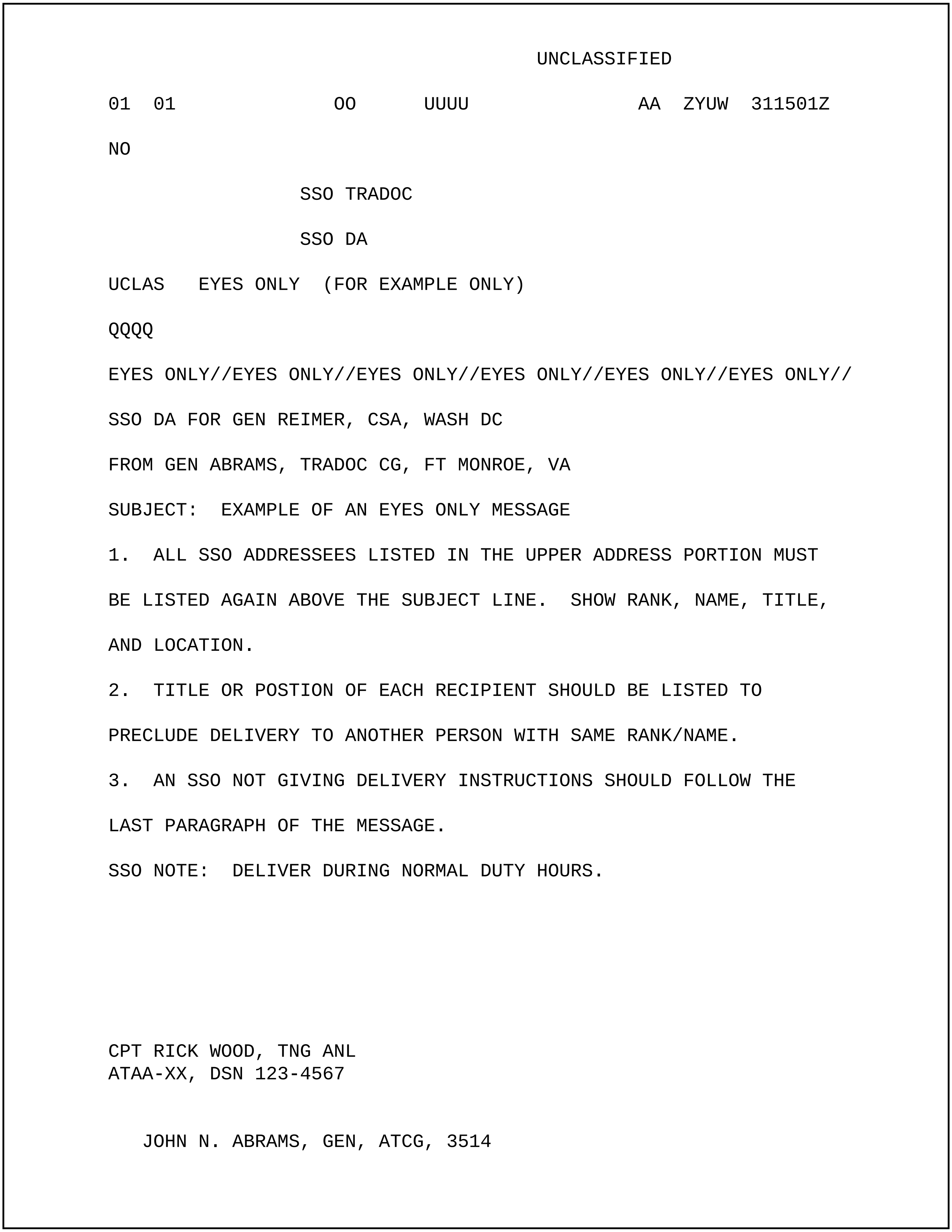
APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:	Mr. Test		
DIRECTORATE:	COL Davies			DCS/OFC CHIEF:	MG Justice		

APPROVAL AUTHORITY USE ONLY **CG/DCG/DCG(IET)/COFS/DCS APPROVAL-DISAPPROVAL-NOTED**

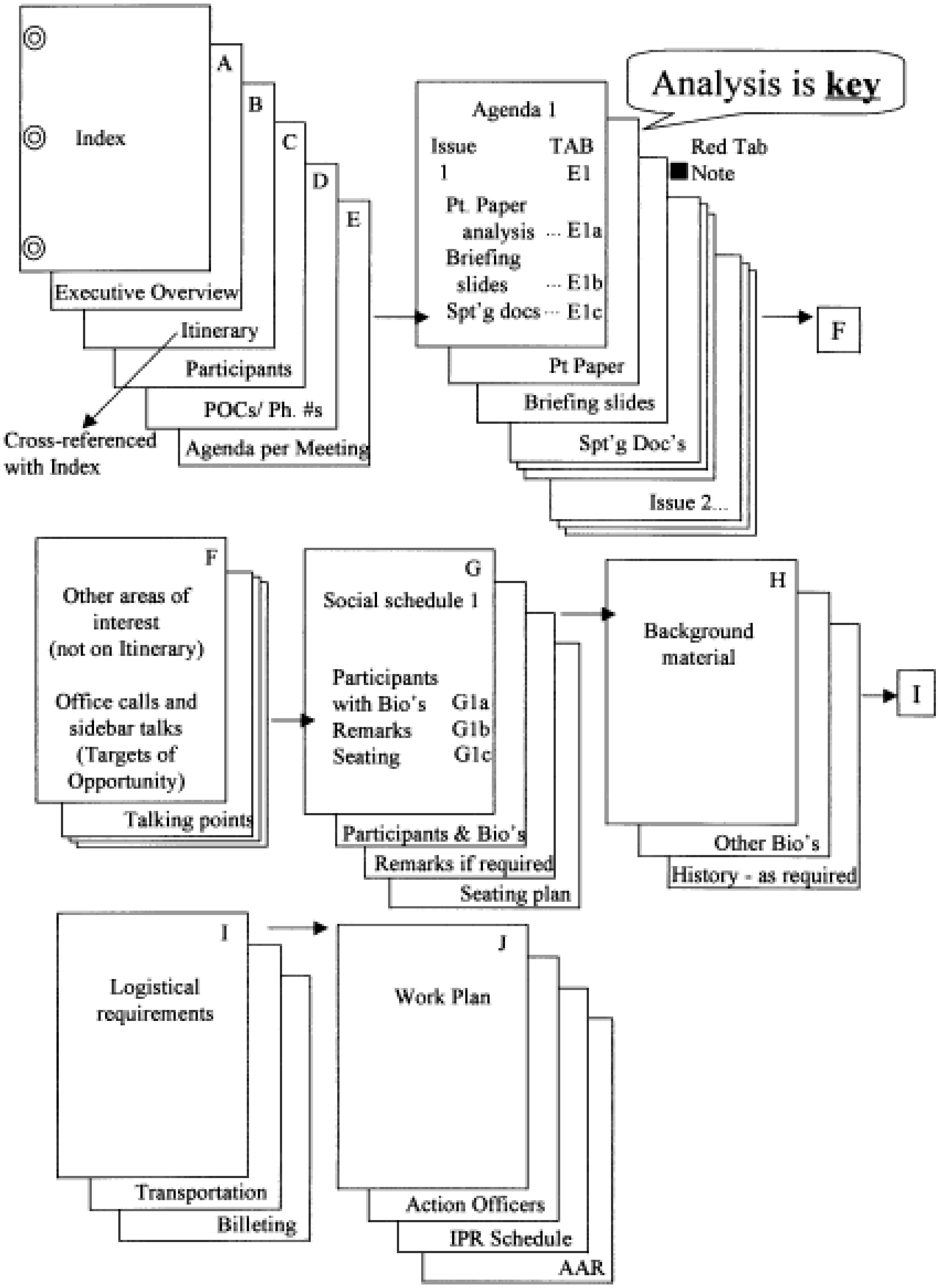
HQ TRADOC FORM 30-R-E, Oct 97 Edition of Apr 93 is obsolete 8.5 x 11

Figure D-7. Rank ordering a PERSONAL FOR message



```
                                   UNCLASSIFIED

01  01              OO      UUUU               AA  ZYUW  311501Z

NO

                 SSO TRADOC

                 SSO DA

UCLAS   EYES ONLY  (FOR EXAMPLE ONLY)

QQQQ

EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//

SSO DA FOR GEN REIMER, CSA, WASH DC

FROM GEN ABRAMS, TRADOC CG, FT MONROE, VA

SUBJECT:  EXAMPLE OF AN EYES ONLY MESSAGE

1.  ALL SSO ADDRESSEES LISTED IN THE UPPER ADDRESS PORTION MUST

BE LISTED AGAIN ABOVE THE SUBJECT LINE.  SHOW RANK, NAME, TITLE,

AND LOCATION.

2.  TITLE OR POSTION OF EACH RECIPIENT SHOULD BE LISTED TO

PRECLUDE DELIVERY TO ANOTHER PERSON WITH SAME RANK/NAME.

3.  AN SSO NOT GIVING DELIVERY INSTRUCTIONS SHOULD FOLLOW THE

LAST PARAGRAPH OF THE MESSAGE.

SSO NOTE:  DELIVER DURING NORMAL DUTY HOURS.




CPT RICK WOOD, TNG ANL
ATAA-XX, DSN 123-4567

   JOHN N. ABRAMS, GEN, ATCG, 3514
```

Figure D-8. Eyes Only message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Briefing slides ... E1b
Spt'g docs ... E1c
Red Tab
■ Note
Pt Paper
Briefing slides
Spt'g Doc's
Issue 2...
F
F
Other areas of interest (not on Itinerary)
Office calls and sidebar talks (Targets of Opportunity)
Talking points
G
Social schedule 1
Participants with Bio's G1a
Remarks G1b
Seating G1c
Participants & Bio's
Remarks if required
Seating plan
H
Background material
Other Bio's
History - as required
I
I
Logistical requirements
Transportation
Billeting
J
Work Plan
Action Officers
IPR Schedule
AAR

Figure D-9. Readahead organization

IPR for The Mars Colony Mission - 2002
31 Dec 99

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IPR - The Mars Colony Mission 2002 (MCM02)
31 December 1999

EXECUTIVE OVERVIEW

1. GENERAL. This provides an overview of the activities of interest to the CG during the IPR for MCM02.

2. BACKGROUND. The theme for MCM02 is "Mars: Mankind's Gateway to the Universe." The intent of this IPR is to present and coordinate key contributions from Government agencies and to identify the way ahead for the interagency effort. TRADOC's success with synchronizing the six imperatives (DTLOMS) across time for the Army After Next effort will be briefed as a proposed model for use in the MCM02 project.

3. TIME/PLACE. 31 Dec at the Headquarters Building, John F. Kennedy Space Center, Florida.

4. ATTENDEES/PARTICIPANTS. TAB C contains those from TRADOC; other participants are found at TAB E (Agenda per meeting) and TAB G (Social schedule).

5. MOST SIGNIFICANT ISSUES.

* AAN. Significant interest throughout NASA and industry following the phenomenal success of the April Spring Wargame and the Summer Imperatives Seminar Games. Expect emphasis on leap-ahead capabilities. Interest in DTLOMS-based strategy is growing.

* QDR. Army is working toward a coherent, coordinated approach to QDR. Army involvement in space viewed as a growing mission area with significant impact on QDR process. RC interest is high. Congress looking to DOD as co-chair with NASA to establish a viable colony on Mars.

6. RECOMMENDATIONS. CG should meet with CINCSPACE to seek his support for TRADOC's involvement in MCM02, and to lay the groundwork for the USAF/USA talks on the Army's expanding role in space. See specific agenda item recommendations at TAB E.

Figure D-9b. Readahead executive overview

ITINERARY
IPR - THE MARS COLONY MISSION 2002

DATE/TIME	WHAT	WHERE	TAB
31 Dec/0500-0630	C21 Flight	LAFB to Kennedy Space Center (KSC)	None
31 Dec/0700	Breakfast	KSC HQ Bldg Dining Facility	None
31 Dec/0800-0930	NASA Project Status Overview	HQ Bldg Lunar Rm	E-1
31 Dec/0945-1030	OMB Budget Brief	HQ Bldg Black Hole Rm	E-2
31 Dec/1045-1145	DOD Overview	HQ Bldg Sol Rm	E-3
31 Dec/1200-1300	Working Lunch / SPACECOM Brief	HQ Bldg Polaris Rm	E-4
31 Dec/1300-1330	USAF Astronaut Selection Status	HQ Bldg Polaris Rm	E-5
31 Dec/1330-1430	Army Corps of Engineers Martian Facility Model	KSC Vehicle Assembly Bldg	E-6
31 Dec/1445-1600	TRADOC DTLOMS Model Application	KSC Terra Firma VTC Facility	E-7
31 Dec/1615-1700	Tour of Shuttle Columbus	Launch Pad 39-A	E-8
31 Dec/1615-1700(T)	Office Call with CINCSPACE	HQ Bldg VIP Rm #7	F
31 Dec/1800-1 Jan 0100	Social/Dinner	KSC Club Columbus	G
1 Jan 0130-0300	C21 Flight	KSC to LAFB	None

Figure D-9c. Readahead itinerary

MAJ Sample
ATCD-B
8 Oct 98

Point Paper

SUBJECT: Point Paper Preparation

1. **Purpose:** To explain how to prepare a Point Paper.

2. **Discussion Points:**

- Font: Times New Roman, 14 pt.
- Use bullet statements to outline discussion points. Short, to the point, easy to read.
- One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page.
- Margins: 1-inch top, bottom, and right; 1.25 on left to allow for hole punching.
- Identifying features in upper right corner.

3. **Assessment:**

- State assessment. NA (if not applicable)

4. **Recommendation(s):**

- State recommendation(s). NA (if not applicable)

Figure D-10. Point paper

Control number
6 AUG xx

(U) UNIT PHYSICAL FITNESS. The CSA requested information concerning the Army’s Physical Fitness Program. Considerable resources are programmed in the future budget years, all designed to improve the overall health and lifestyle of our soldiers and their families. The Program stresses a total approach concept and is not limited to strict conditioning. Too often, commanders fall into the trap of competing with one another on how far or fast their unit can run. While running is an integral part of fitness, it is not the only element. It is not the Army’s intent to measure fitness by 9-mile runs in 90 minutes. Fitness is measured by overall health of command. The new Soldier Physical Fitness Center at Fort Benning, GA, is the proponent. Graduates will provide commanders technical fitness expertise.
PROVIDE MEMO__________

MAJ Sample/ATTG-I/1234
APPROVED BY___________

Figure D-11a. Executive summary (EXSUM) internal format

Sir,

EXSUM below responds to your question in 6 Aug 98, E-mail, subject: Unit Physical Fitness, “Tell me about the program.”

V/R,
John

6 AUG xx

(U) UNIT PHYSICAL FITNESS. Considerable resources are programmed in the future budget years, all designed to improve the overall health and lifestyle of our soldiers and their families. The Program stresses a total approach concept and is not limited to strict conditioning. Too often, commanders fall into the trap of competing with one another on how far or fast their unit can run. While running is an integral part of fitness, it is not the only element. It is not the Army’s intent to measure fitness by 9-mile runs in 90 minutes. Fitness is measured by overall health of command. The new Soldier Physical Fitness Center at Fort Benning, GA, is the proponent. Graduates will provide commanders technical fitness expertise.
PROVIDE MEMO__________

Figure D-11b. Executive summary (EXSUM) E-mail from CG to CSA format

8 Oct 98

DISCUSSION PAPER

SUBJECT: Format for a Discussion Paper

1. Issue. How to prepare Discussion Papers for use in discussions.

2. Facts.

a. A Discussion Paper will be prepared for members of the Command Group. This is a specialized information paper and can be used whenever it best serves the recipient's purpose.

b. Use telegraphic writing style; points should "jump off the paper," avoid complex paragraphs.

c. Ensure smooth, logical flow of facts; tailor paper for the user.

(1) Determine background that recipient needs.

(2) Avoid technical language and unexplained acronyms.

(3) Analyze target audience. Cite previous knowledge or discussions. Show how subject affects audience. If foreign national, state what sensitive material cannot be discussed.

d. Preferred length is one page; no more than two; avoid enclosures.

e. Paper should be approved at directorate level.

3. Key Points to be Stressed.

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

MAJ Sample/ATTG-I/1234
APPROVED BY___________

Figure D-12. Discussion paper

8 Oct 98

INFORMATION PAPER

SUBJECT: Information Paper Format

1. Purpose. To provide guidance on the preparation and use of an information paper.

2. Facts.

a. An Information Paper provides facts in a clear and concise format. The format may be altered to meet a specific need.

b. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject.

c. Papers will be self-explanatory and will not refer to enclosures except for tabular data, charts, or photographs.

d. Papers should not exceed one page in length and need not be signed, but must include the action officer's name and telephone number in the lower right corner. Include an approval line below AO name and number to indicate directorate approval by principal, deputy, or director.

e. Avoid using acronyms and abbreviations, except those that are familiar outside the Army.

f. Avoid using classified information when it does not contribute to understanding the issue.

MAJ Sample/ATTG-I/1234
APPROVED BY___________

Figure D-13. Information paper

8 Oct 98

POSITION PAPER

Title (word, phrase, or question defining the issue)

1. **Background.** Short overview that doesn't overshadow the position paragraph below. If the sheet is one of many collected for a common purpose, consolidate the background in a single document and eliminate from the individual sheets.

2. **Position.** Sentence or short paragraph stating organization's policy or position on the issue.

3. **For the Position.** Supporting facts and arguments sequenced, labeled, and subdivided.

4. **Against the Position.** Summary of each argument against the position. Be accurate when representing opposing views. You don't want your boss surprised by their strength.

5. **Rebuttals.** Summary of rebuttals to opposing arguments. Ideally, rebuttals will reinforce your position.

6. **Sources.** List sources:

- Action officer (name, office, phone).

- Subject matter experts.

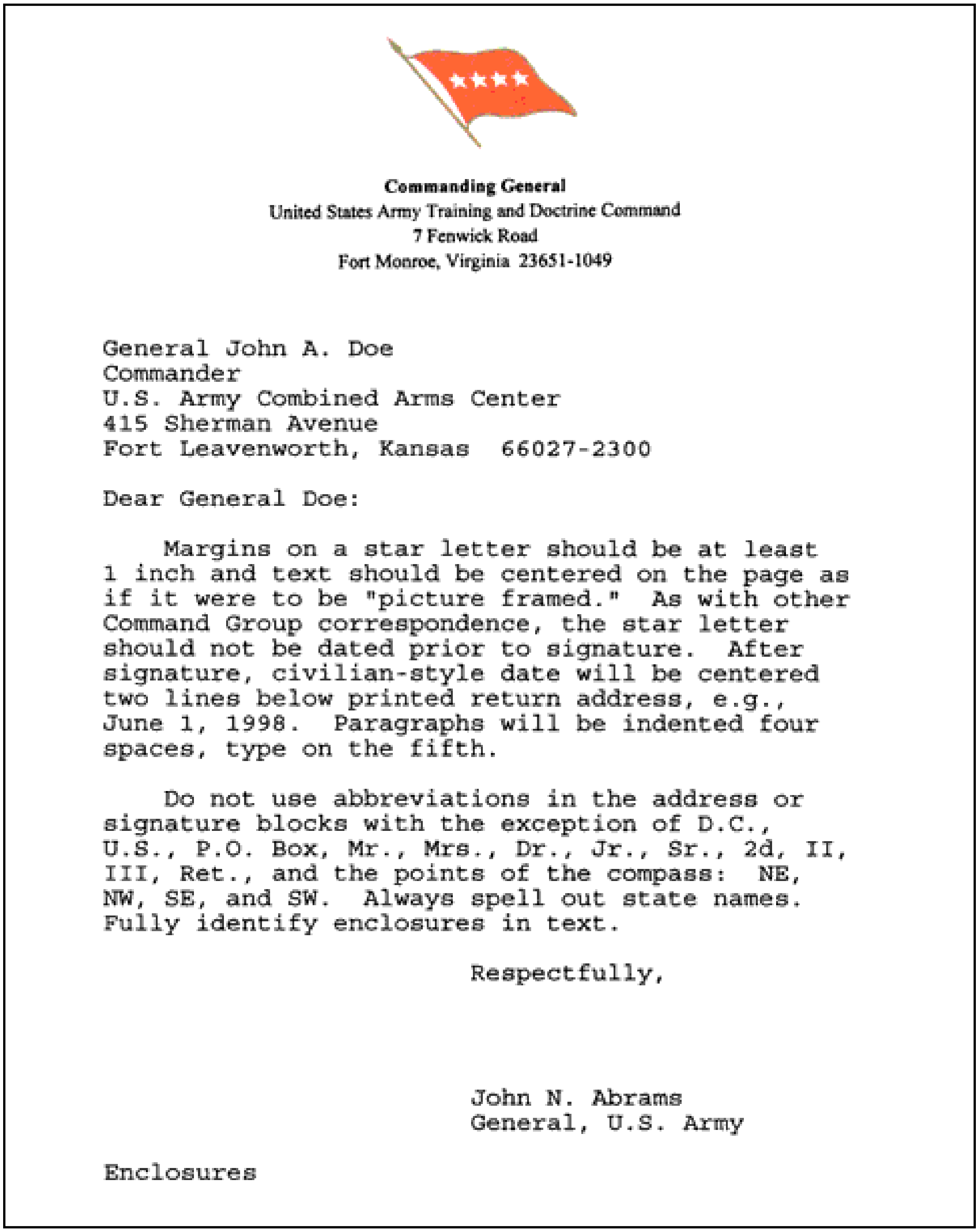
- Supporting documents.

- Related point or position papers.

If using only one source, label this paragraph specifically (e.g., **Point of Contact.**)

MAJ Sample/ATTG-I/1234
APPROVED BY___________

Figure D-14. Position paper



Commanding General
United States Army Training and Doctrine Command
7 Fenwick Road
Fort Monroe, Virginia 23651-1049

General John A. Doe
Commander
U.S. Army Combined Arms Center
415 Sherman Avenue
Fort Leavenworth, Kansas 66027-2300

Dear General Doe:

Margins on a star letter should be at least 1 inch and text should be centered on the page as if it were to be "picture framed." As with other Command Group correspondence, the star letter should not be dated prior to signature. After signature, civilian-style date will be centered two lines below printed return address, e.g., June 1, 1998. Paragraphs will be indented four spaces, type on the fifth.

Do not use abbreviations in the address or signature blocks with the exception of D.C., U.S., P.O. Box, Mr., Mrs., Dr., Jr., Sr., 2d, II, III, Ret., and the points of the compass: NE, NW, SE, and SW. Always spell out state names. Fully identify enclosures in text.

Respectfully,

John N. Abrams
General, U.S. Army

Enclosures

Figure D-15. Star letter

Facility	Coord. Location Office	Seating Capacity	Facility Clearance	Equipment Capability
Morelli Auditorium	Bldg 133 Protocol x2490	80	Secret	Dual screen rear proj. VGT, TV w/VCR & cable, 35mm, multimedia, BARCO: Mac, DOS
Command Conference Room	Bldg 37 DePuy Hall SGS x2462	25	Secret	Single screen front proj VGT, ELMO, TV w/VCR & cable, 35mm multimedia, BARCO: DOS
Collins Conference Room	Bldg 161 ODCST x5710	22-25	Secret	Single screen front proj. VGT, TV w/VCR, 35mm
Goldstrike Room	Bldg 56 Cadet Cmd x4523	18	Unclas	Single screen front proj. VGT, TV w/VCR & cable, 35mm,
DCSSA Conference Room	Bldg 5G ODCSSA x5827	25	Secret	Single screen front proj. VGT
DCSIM Conference Room	Bldg 100 ODCSIM x2528	20-25	Secret	Single screen rear proj. VGT, TV w/VCR, 35mm
OCPA Media Center	Bldg 27 OCPA x3261	15-20	Unclas	Single screen front proj. VGT, TV w/VCR & cable, 35mm
SJA Conference Room	Bldg 10 OSJA x 2302	10	Unclas	None
EEO Conference Room	Bldg 10 Rm. 108 x5255	20-25	Unclas	Single screen front proj. VGT, TV w/VCR & cable
DCSCD Conference Room	Bldg 134 ODCSCD x2591	33	Secret	Single screen front/rear proj. VGT, TV w/VCR & cable, BARCO: DOS
Video Teleconference Ctr Studio 1	Bldg 161 DOIM x3744	18	Secret	Dual screen VGT, 35mm, TV w/VCR

Figure D-16. HQ TRADOC conference facilities

Facility	Coord. Location Office	Seating Capacity	Facility Clearance	Equipment Capability
Video Teleconference Ctr	Bldg 100 DOIM x3744	18	Secret	Dual screen VGT, TV Studio 2 w/VCR
DCSBOS Conference Room	Bldg 5B ODCSBOS x5010	35-40	Unclas	Single screen front proj. VGT, TV w/VCR (1/2&3/4"), Mac, DOS
DCSRM Conference Room	Bldg 5G ODCSRM x4164	15-20	Unclas	Single screen front proj. thru PC VGT, Fugi Projection Device, TV w/VCR & cable
SSO Conference Room	Bldg 133 SSO x2315	15	TS/SCI	Single screen front proj. VGT, 35mm

Figure D-16. HQ TRADOC conference facilities (continued)

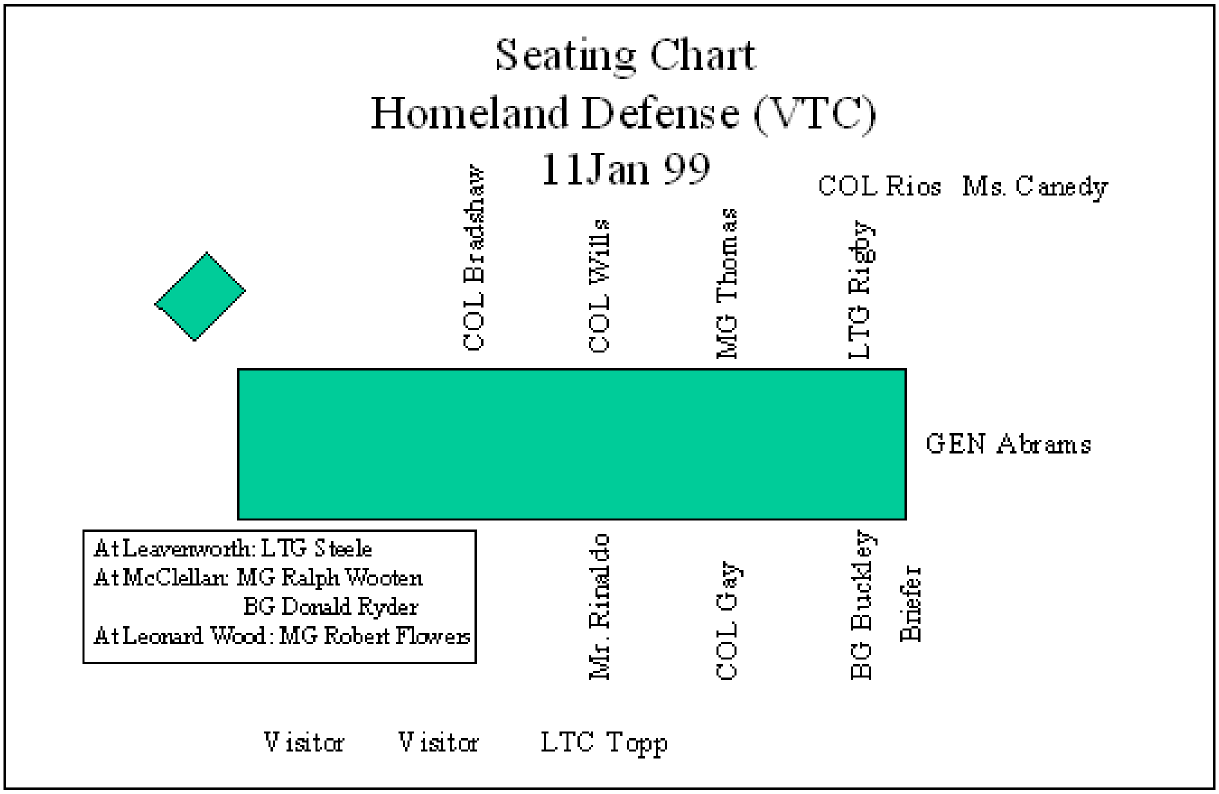
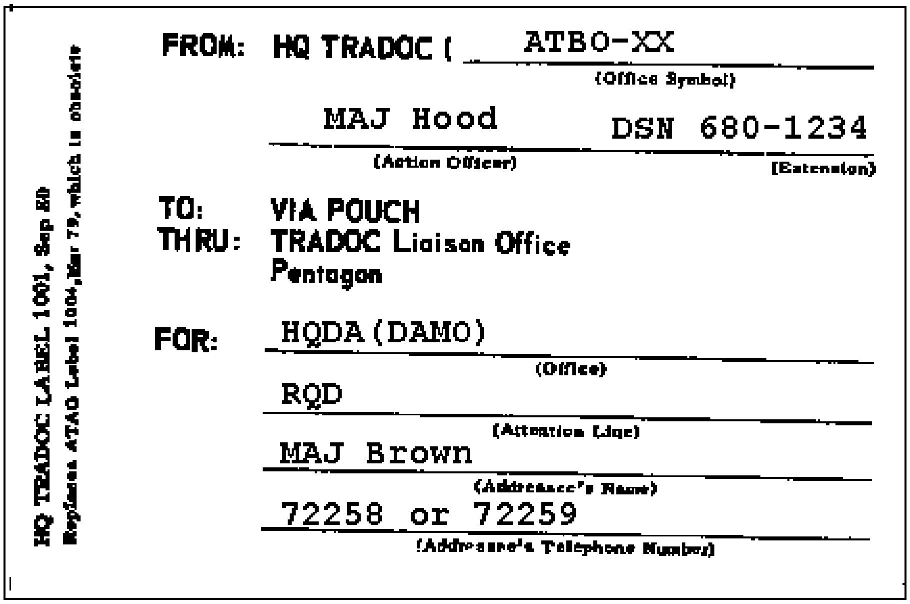

Seating Chart
Homeland Defense (VTC)
11Jan 99
COL Bradshaw
COL Wills
MG Thomas
LTG Rigby
COL Rios
Ms. Canedy
GEN Abrams
At Leavenworth: LTG Steele
At McClellan: MG Ralph Wooten
BG Donald Ryder
At Leonard Wood: MG Robert Flowers
Mr. Rinaldo
COL Gay
BG Buckley
Briefer
Visitor
Visitor
LTC Topp

Figure D-17. Seating chart for VTC and Desk-side VTC.



HQ TRADOC LABEL 1001, Sep 80
Replaces ATAO Label 1004, Mar 79, which is obsolete

FROM: HQ TRADOC (ATBO-XX
(Office Symbol)

MAJ Hood DSN 680-1234
(Action Officer) (Extension)

TO: VIA POUCH
THRU: TRADOC Liaison Office
Pentagon

FOR: HQDA (DAMO)
(Office)

RQD
(Attention Line)

MAJ Brown
(Addressee's Name)

72258 or 72259
(Addressee's Telephone Number)

Figure D-18. HQ TRADOC LABEL 1001

Military Shuttle Schedule

Monday thru Friday

Depart	Langley AFB	0630	Arrive	Davison AAF 0725
Depart	Davison AAF	0740	Arrive	Langley AFB 0825
Depart	Langley AFB	0830	Arrive	Davison AAF 0925
Depart	Davison AAF	1500	Arrive	Langley AFB 1545
Depart	Langley AFB	1600	Arrive	Davison AAF 1655
Depart	Davison AAF	1710	Arrive	Langley AFB 1755

Figure D-19. Military shuttle schedule

FOR THE COMMANDER:

OFFICIAL:

CHARLES W. THOMAS
Major General, GS
Chief of Staff

GARY BUSHOVER
Colonel, GS
Deputy Chief of Staff
for Information Management